ENTERPRISE SASKATCHEWAN 2011-12 ANNUAL REPORT
AND BOARD PROGRESS UPDATE

ENTERPRISE
SASKATCHEWAN

TABLE OF CONTENTS

Letters of Transmittal 2
Introduction 4
Alignment With Government's Direction 5
Agency Overview 8
Progress in 2011–12 10
2011–12 Financial Overview 42
Appendices 54
Board Report 57

MISSION STATEMENT

Enterprise Saskatchewan provides leadership as the central co-ordinating agency of the Government of Saskatchewan for economic development. In partnership with key stakeholders, Enterprise Saskatchewan advances a transformative sustainable economic growth agenda and develops a culture of innovation and entrepreneurship that encourages investment and population growth, creating prosperity for all Saskatchewan residents.

VALUES STATEMENT

Enterprise Saskatchewan's culture is driven by its values: collaboration, excellence, integrity, innovation and accountability. The agency's success is embodied by open communication, teamwork and actions that are transparent and consistent. Each employee is responsible for taking personal ownership in living these values. The organization is committed to providing work-life balance, developmental opportunities and a supportive work environment.

COLLABORATION

Our strength is collaboration with each other, our clients and stakeholders across both the public and private sectors in achieving our objectives.

EXCELLENCE

We strive to provide the very best and creative ideas, programs and services to our clients and stakeholders, both within and outside of government.

INTEGRITY

We conduct our business in a professional manner by communicating openly, treating people consistently with respect, being honest and trustworthy, and respecting diversity.

INNOVATION

We seek creative solutions by having fun, encouraging risk-taking and being resourceful to enhance Saskatchewan's business environment.

ACCOUNTABILITY

We take actions that are consistent with our values, accept responsibility for our actions, hold each other accountable and take pride in achieving meaningful results.

Enterprise Saskatchewan

Enterprise Saskatchewan is the provincial agency that helps businesses create jobs and attract investment to Saskatchewan. A big part of that is linking businesses to opportunities and creating a competitive environment for everyone.

Expanding and promoting the economy creates jobs and investment in Saskatchewan, and helps to pay for things like education, health care and highways—it's to everyone's benefit.

We work with entrepreneurs and investors to make it easier for businesses to do business, help them work with government and regional agencies, and get rid of as much red tape as we can.

LIEUTENANT GOVERNOR OF SASKATCHEWAN

May it Please Your Honour:
Saskatchewan's economy continues to flourish and expand as never before, setting records and bringing opportunity and prosperity to communities and families across the province.

Saskatchewan's economic opportunities continue to attract people from across Canada and around the world, and we lead the country in several economic categories. Our population is growing at a pace not seen in decades, and our gross domestic product growth in 2011 was the fastest it has been in 15 years according to Statistics Canada. Public and private investment in our province is expected to reach $20 billion in 2012 as investors discover the Saskatchewan Advantage.

Enterprise Saskatchewan continues to collaborate with our many partners and stakeholders to make recommendations to our government that consistently support and encourage economic innovation and growth in this province.

Our government is committed to continuing efforts to lower taxes, improve our high quality of life, reduce government debt and, above all, make it easier for businesses to do business in Saskatchewan.

I respectfully submit the Annual Report of Enterprise Saskatchewan for the fiscal year ending March 31, 2012.

Bill Boyd
Minister of the Economy

MINISTER OF THE ECONOMY

Dear Sir:

I have the honour of submitting the Annual Report of Enterprise Saskatchewan for the fiscal year ending March 31, 2012. This report has been prepared and carefully reviewed under my direction, and accurately represents the activities and accomplishments of our agency during the past year.

Chris Dekker
Chief Executive Officer
Enterprise Saskatchewan

This annual report for Enterprise Saskatchewan presents the agency's results on activities and outcomes for the fiscal year ending March 31, 2012. It reports to the public and elected officials on public commitments made and other key accomplishments of the agency.

Although a renewed vision and set of goals were introduced as a result of the 2011 provincial election, the 2011-12 Annual Report is presented in relation to the vision and goals that guided the development of the 2011-12 plan.

Results are provided on publicly committed strategies, actions and performance measures identified in the 2011-12 plan. The report also demonstrates progress made on government commitments as stated in government's direction for 2011-12: The Saskatchewan Advantage, the Minister's Mandate letter, Throne speeches and other commitments and activities of the agency.

The annual report demonstrates the agency's pledge to provide effective public performance reporting, transparency and accountability to the public.

This report contains two sets of financial figures: one for Enterprise and Innovation programs, and one for Enterprise Saskatchewan. Programs governed by legislation and regulations are administered by Enterprise Saskatchewan on behalf of the Minister of Enterprise. These programs are funded under Vote 43 and will continue to require separate financial reporting under that heading.

The 2011-12 Annual Report sets the stage for the 2013-14 planning and budgeting process by providing an opportunity to assess accomplishments, results and lessons learned in order to build on past successes for the benefit of Saskatchewan people.

ALIGNMENT WITH GOVERNMENT'S DIRECTION

The agency's activities in 2011-12 align with government's vision and three goals:

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep government's promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of government's goals and work towards a secure and prosperous Saskatchewan.

Enterprise Saskatchewan creates conditions that foster sustainable economic growth in Saskatchewan. As mandated in its legislation, Enterprise Saskatchewan undertakes activities to continuously improve the competitiveness of Saskatchewan's business environment. Favourable conditions for economic growth provide the kind of opportunities that will allow Saskatchewan people to look confidently to the future. Economic growth, in turn, provides revenues to government that fund the programs and services associated with Saskatchewan's high standard of living.

The agency is led by an independent board of directors who represent a diverse range of interests and are truly a cross-section of Saskatchewan's economic stakeholders. The board is informed by the recommendations of eight sector teams and five strategic issues councils, which are comprised of private sector volunteers whose work represents an additional level of direct public involvement in Enterprise Saskatchewan's activities. Through these structures, and through semi-annual board progress reports as well as this annual report, Enterprise Saskatchewan remains open and accountable to the people of Saskatchewan.

"The provincial government's support for biodiesel production will help the local economy, the agricultural community and the environment."

Joe Holash, Chief Executive Officer, Milligan Bio-Tech Inc.

In March 2011, the provincial government introduced a rebate program to encourage biodiesel production in Saskatchewan, based on a recommendation from an Enterprise Saskatchewan sector team. As a result, Milligan Bio-Tech has substantially increased its capacity to produce biodiesel at its facility in Foam Lake. When the expansion is complete, the facility will produce more than 20 million litres per year, making it the largest biodiesel producer in Western Canada.

MILLIGAN
www.milliganb
Bio-Diesel
You Are Following The
1-866-388-MBTI
MILLIGAN
BIO-TECH
BIO-DIESEL SOLUTIONS
DIESEL FUEL CONDITIONER
RDS

Agency Overview

Enterprise Saskatchewan is the central economic development agency of the Government of Saskatchewan, with responsibility for developing and implementing Saskatchewan's long-term growth strategy. Based on stakeholder participation and collaborative decision-making, Enterprise Saskatchewan makes economic strategy recommendations for the province, monitors and reports on key indicators of economic growth, encourages the expansion of existing businesses and co-ordinates efforts to attract new investment, enhances regional economic development, supports entrepreneurship, and undertakes marketing and promotional activities to promote Saskatchewan as the best place to live, work, operate a business and invest.

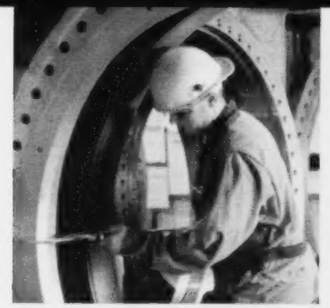
Enterprise Saskatchewan functions as a special operating agency, led by a 12-member board of directors. The Minister of Enterprise chairs the board, with other members representing diverse interests, including business, labour, Aboriginal, rural municipalities, urban municipalities, post-secondary education, resource industries and agriculture, plus one member-at-large and another member of Cabinet.

Enterprise Saskatchewan works closely with its sister agency, Innovation Saskatchewan, in areas of common interest related to innovation and commercialization, strategic management of research spending and related infrastructure, technology transfer and productivity improvement.

ENTERPRISE SASKATCHEWAN'S FIVE DIVISIONS AND THEIR KEY SERVICES ARE LISTED BELOW:

- Sector Development – Works to increase the growth and competitiveness of key economic sectors, based largely on recommendations from external industry advisors who participate on sector teams. The division co-ordinates cross-government work on major economic development projects and undertakes activities with other partners to attract investment through lead generation, building strategic relationships with companies and industry associations, and strategic and aggressive promotional and sales efforts.

- Competitiveness and Strategy – Provides policy advice to government on cross-cutting issues affecting economic development with input from private sector strategic issues councils. The division also identifies economic growth measures, tracks ongoing performance and reports publicly on progress. Competitiveness and Strategy leads the regulatory modernization agenda and



related online services to business such as the BizPaL and Saskbiz websites.

- Marketing and Communications – Develops strategies to promote investment and economic development through tactics including sponsorships, event organization, media relations, advertising and marketing collateral materials. It supports the work of other divisions by designing marketing plans around investment attraction events and missions, and Enterprise Saskatchewan programs and services. The division is also responsible for the agency's website and web-related activities, and provides strategic communication advice to advance the agency's priorities and goals.

- Regional Enterprise – Prior to changes introduced in the 2012-13 budget, Regional Enterprise Division managed funding and provided support to the 13 Enterprise Regions to help each region increase business and industry competitiveness, realize economic potential and compete globally. The division was responsible for the development and promotion of business and competitiveness tools to support new business creation, business retention, expansion and succession, youth engagement and entrepreneurship education.

- Investment and Corporate Services – Administers programs such as the Western Economic Partnership Agreement, the Community Development Trust Fund program, and four Enterprise and Innovation programs: the Invest in Saskatchewan program, the Small Business Loans Associations program, the Ethanol Fuel Grant program, and the Renewable Diesel program. The division also provides corporate services including finance, human resources, information technology, legal services, operations management and contract administration.

As the central economic development agency of the Government of Saskatchewan, Enterprise Saskatchewan works with all ministries, Crown corporations and agencies, as well as with a diverse group of stakeholders that includes business and industry associations, individual businesses and other stakeholders with an economic interest. Enterprise Saskatchewan's 137 employees provide services through main offices in Saskatoon and Regina, *business infosource* and six regional offices across the province. As a consequence of government's decision announced in the 2012-13 budget to shift regional economic development responsibility to local governments, the regional offices are being wound down.

GOVERNMENT GOAL: ECONOMIC GROWTH

Most of Enterprise Saskatchewan's activities are directed toward achieving government's economic growth agenda.

E1 Increase economic growth by engaging stakeholders to better position Saskatchewan in a competitive global economy

Key Actions & Results

E1.1 Work with the Enterprise Saskatchewan board, sector teams and strategic issues councils to develop strategic recommendations to remove barriers to growth, reform government, identify alternative forms of service delivery and enhance competition.

- The Enterprise Saskatchewan board met six times, and the sector teams and strategic issues councils met a combined total of 45 times in 2011-12.
- Since the creation of Enterprise Saskatchewan, 78 recommendations have been advanced by the board, teams and issues councils. Forty-three have been completed, 19 are in progress, and 16 will not be implemented.

E1.2 Work in collaboration with other ministries and agencies to ensure Saskatchewan's resource royalties, new growth tax incentives, utility rates, and corporate, personal and property tax structures support continued economic growth and investment.

- Enterprise Saskatchewan closely monitors and reports on Saskatchewan's competitiveness relative to other jurisdictions. Enterprise Saskatchewan has worked in conjunction with other ministries on a wide range of policy and program initiatives to improve competitiveness. For example, Enterprise Saskatchewan examined tax competitiveness and the revenue impact of corporate tax rate differentials between provinces.
- Acting on an Enterprise Saskatchewan board recommendation, Enterprise Saskatchewan advocated for competitiveness to be a greater part of the Saskatchewan Rate Review Panel's review of Crown corporation rate increases. Competitiveness considerations are now more prominent within the Rate Review Panel's mandate.

E1.3 Improve co-ordination of ministries and agencies in economic development activities through increased communication and the use of interministry working/co-ordinating groups, the Major Projects Co-ordination Strategy, the Red Tape Reduction Initiative, the Provincial Economic Strategy, regional economic development plans, provincial infrastructure capital plans and sector team strategies.

- Enterprise Saskatchewan has played a significant role in a number of collaborative efforts with other ministries. Examples include leadership of the Inter-ministry Regulatory Modernization Committee, providing support to the China Unit of Intergovernmental Affairs, leadership in Trade Team Saskatchewan activities with

other provincial and federal partners, a support role in developing the Housing Strategy for Saskatchewan, leadership of an inter-ministry group to develop the Regulatory Information Database, support for ongoing expansion of the Technical Safety Authority of Saskatchewan, Planning for Growth, etc.

- Two updates on major project co-ordination have been presented to the Cabinet Committee on Economic Development.

- Eight Enterprise Regions provided input into a Housing Investment Needs Assessment contracted by Enterprise Saskatchewan in collaboration with Saskatchewan Housing Corporation.

- The Arts, Culture and Tourism Sector Team was actively involved in a review of the Saskatchewan Liquor and Gaming Authority regulations under the Red Tape Reduction Initiative. The sector team distributed a stakeholder survey and presented to the review committee.

- Key ministries/agencies participated with sector teams to provide direct input into recommendations.

- Work began on a provincial economic strategy, which will require extensive collaboration with other ministries and stakeholders.

E1.4 Work with partners in the various regions of the province to achieve greater regional economic co-ordination and a more integrated approach to economic development.

- All 13 Enterprise Regions received 2011-12 operational funding to deliver regional economic development initiatives and projects. Activities primarily focused on addressing housing shortages, labour supply, and proper zoning and bylaws for commercial development. Enterprise Region funding was not renewed in the 2012-13 budget.

- A succession transition initiative was developed to educate business on succession planning strategies and to co-ordinate with service providers and professionals.

- The Community Development Trust Fund provides financial support to communities that have been adversely affected by international economic volatility, particularly in the forestry sector. Enterprise Saskatchewan is responsible for administering the infrastructure and the regional planning components of the Community Development Trust Fund. To date, 19 out of 26 approved projects have been completed, with $19.3 million disbursed. The program completion date has been extended to December 31, 2012, to allow proponents to complete their projects.

E1.5 Assist the Ministry of Advanced Education, Employment and Immigration in creating a provincial labour market strategy that builds partnerships among industry, labour, First Nations and Métis people and organizations, Enterprise Regions and training institutions to help close labour market supply and demand gaps.

- The Labour Market Task Force, a partnership with business, labour, post-secondary institutions and government met four times. The framework for a provincial labour market strategy is being developed and is expected to be released in early 2013.

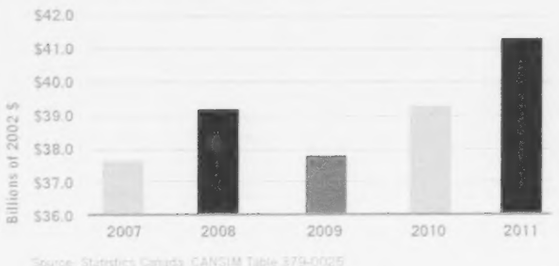
- All 13 Enterprise Regions collected data pertaining to labour market needs under their Business Retention and Expansion initiatives. Five Enterprise Regions were engaged with the Ministry of Advanced Education, Employment and Immigration on Aboriginal, immigration and labour needs issues.

- Enterprise Saskatchewan partnered with the Saskatchewan Mining Association and the two universities to conduct alumni recruitment events in Fort McMurray, Vancouver and Toronto, attracting about 235 potential hires in total.

- Enterprise Saskatchewan worked with the Ministry of Advanced Education, Employment and Immigration and the Enterprise Regions to develop a short-term action plan focused on out-of-province recruitment. In October 2011 the group organized "Team Saskatchewan" for the Montreal National Job Fair. More than 1,000 contacts were made, and several people have moved to Saskatchewan as a result. In December 2011, the group began organizing a Saskatchewan zone of 26 exhibitors at the National Job Fair in April 2012 in Toronto. The final results are being tabulated.

Performance Measure & Results

Saskatchewan Real Gross Domestic Product



Source: Statistics Canada, CANSIM Table 379-0025

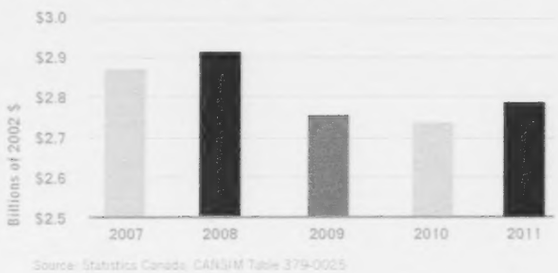
Real gross domestic product measures the amount of goods and services produced by the provincial economy. It expresses the value of goods and services produced in 2002 dollars, so that rather than reflecting changes in price, only actual changes in output are reported.

Saskatchewan's real gross domestic product grew by 4.8 per cent in 2011 to $41.2 billion, which was the second highest growth rate in Canada, behind Alberta (5.2 per cent).

Agriculture and mining were the foundation of Saskatchewan's economic growth in 2011: agriculture gross domestic product grew by 8.7 per cent, and mining grew by 14.0 per cent. Growth in these sectors has heavily influenced the strong growth in wholesale trade (9.3 per cent) and transportation and warehousing (7.6 per cent).

Enterprise Saskatchewan's efforts are focused on creating a business climate that enables economic growth. Factors like commodity prices, crop yields, global demand, the value of the Canadian dollar, consumer confidence, etc. have an enormous impact on Saskatchewan's economic performance. However, over time the marginal impact of the policy environment and investments influenced have a significant cumulative effect on gross domestic product.

Saskatchewan Manufacturing Sector Real Gross Domestic Product



Source: Statistics Canada, CANSIM Table 379-0025

Manufacturing sector real gross domestic product indicates changes in value-added production levels. Output is expressed in 2002 dollars to control for price fluctuations. It measures the combined performance of Saskatchewan's manufacturing industries. Growth in the manufacturing sector is important to consider as an indicator of economic diversification.

Saskatchewan manufacturing gross domestic product grew by 1.8 per cent in 2011 to $2.8 billion, partly due to economic recovery in key United States markets.

Saskatchewan's most important manufacturing sectors are food, petroleum products, chemicals and machinery manufacturing. In 2011, chemical manufacturing increased by 19.3 per cent and machinery manufacturing grew by 6.9 per cent. Food manufacturing gross domestic product was almost unchanged. Statistics Canada does not release data for Saskatchewan petroleum products manufacturing for confidentiality reasons.

"Business infosource was a major driving force behind boosting our confidence to open our business."

Alanna Elash, Furrific Grooming & Boutique

Furrific Grooming & Boutique, owned and operated by sisters Alanna and Megan Elash, is the first pet retail store in Martensville, Saskatchewan and area. In addition to a full-service grooming salon, the company's product line includes "anything from food, leashes, collars and toys, to kennels and bedding for all small animals."

While taking a bookkeeping course at SIAST Kelsey Campus, Alanna and Megan attended a presentation on market research, given by a staff member from *business infosource*. "*Business infosource* was a major driving force behind boosting our confidence to open our business," says Alanna. "The main reason we decided to go ahead with our business idea was the statistics on dogs and demographics for pet owners that *business infosource* provided us with. This was the most valuable information we received because it let us know we had a viable business. *Business infosource* e-mailed us multiple times with information related to the pet industry. This information helped us secure suppliers, write a business plan and structure our company, and through business *infosource's* Guest Advisor Program we met with a business consultant. The library at *business infosource* provided us access to many industry-related publications. As entrepreneurs, this was an extremely important resource, and I would recommend that anyone starting a business contact *business infosource* FIRST to gather all the facts and information required to research their industry and structure their company."

E2 Leverage stakeholder relationships to increase investment in Saskatchewan

E2.1 Implement a proactive marketing approach in key national and foreign markets.

- Enterprise Saskatchewan completed investment attraction missions to all its key markets (United States, Japan, Europe and India).

- Enterprise Saskatchewan partnered with in-market consultants in the United Kingdom, India and the Middle East to maximize in-country investment attraction activities and support the development of new investment attraction leads.

- Enterprise Saskatchewan supported additional investment attraction missions to Asia and Europe that were led by Premier Wall and other ministers.

- In February 2012, Enterprise Saskatchewan launched year two of the *Real Growth. Real Opportunity* national awareness campaign, which included television and online advertising. The campaign website, thinksask.ca, received more than 40,000 visits in February and March 2012, compared to a total of 35,000 visits for year one, from the period of November 2010 to March 2011. Enterprise Saskatchewan attributes the increase in 2012 to improved targeting of online advertising.

- As part of the campaign, Enterprise Saskatchewan launched an international online news feed in February 2012 to provide current news in key sectors to investors and stakeholders around the world.

- Throughout 2011-12, Enterprise Saskatchewan provided marketing, communications and logistics support to the organization of the 22nd annual summit of the Pacific NorthWest Economic Region to be held in Saskatoon, July 15-19, 2012. About 500 senior legislators, public servants and business people are expected to attend.

E2.1.1 Redesign marketing materials and strategies.

- Enterprise Saskatchewan redesigned the economic overview brochure to conform to the *Real Growth. Real Opportunity* visual identity. Enterprise Saskatchewan also updated the general marketing video.

- Government has adopted the *Real Growth. Real Opportunity* logo and design for all national and international marketing.

E2.1.2 In conjunction with Intergovernmental Affairs, establish co-located foreign trade offices with Alberta and British Columbia under the New West Partnership International Co-operation Agreement.

- The Western Canada Trade and Investment Office in Shanghai was opened in May 2010. Enterprise Saskatchewan provides funding, strategic advice and continues to work with the trade office to promote Saskatchewan. Intergovernmental Affairs is exploring options for provincial and New West Partnership in-market representation in priority markets, in particular India.

E2.1.3 Make greater use of Foreign Affairs and International Trade Canada consular services for marketing and investment attraction.

- Enterprise Saskatchewan collaborated with 21 Foreign Affairs and International Trade Canada offices in key markets and hosted visits by six Foreign Affairs and International Trade Canada trade commissioners from key United States posts.

- Enterprise Saskatchewan and Foreign Affairs and International Trade Canada worked together on 11 investment attraction leads and achieved one new investment.

- In December 2011, Enterprise Saskatchewan partnered with Intergovernmental Affairs and Foreign Affairs and International Trade Canada to launch a Canadian consulate contact program. The partners set up video conferences with Chinese and Indian consulate staff to identify Saskatchewan priorities and provide input into the consulates' work plans for 2012-13. Enterprise Saskatchewan also co-ordinated a mail-out of Saskatchewan marketing materials under a cover letter from Premier Wall in January 2012.

- The online news feed launched in February 2012 targeted international consulate and investor contacts.

E2.2 Implement an international investment attraction strategy that co-ordinates efforts with other government agencies, non-governmental organizations and industry to attract and accelerate investments from abroad.

- The investment attraction strategy was approved by the Enterprise Saskatchewan board in May 2011. The strategy focused on a more proactive approach to investment attraction via increased use of Foreign Affairs and International Trade Canada offices, use of in-market consultants and Enterprise Saskatchewan-led investment attraction missions to each of our key markets. It included significant co-ordination with other government agencies.

E2.3 Organize investment attraction missions to priority markets in partnership with key stakeholders including Saskatchewan Trade and Export Partnership.

- Enterprise Saskatchewan partnered with Saskatchewan Trade and Export Partnership in November 2011 to participate in Agritechnica in Hanover, Germany.

"Enterprise Saskatchewan provided great support to make our goal of training First Nations people for the aviation industry a reality."

Randell Morris, President, SIIT

The Saskatchewan Indian Institute of Technologies (SIIT) had a vision: fill an industry need by supplying aircraft maintenance engineers for the growing aviation sector, and provide meaningful skills and employment to Aboriginal people. A public-private partnership was established that brought partners to the table to make that vision a reality.

Working within the federal government's Industrial and Regional Benefits framework, investments were garnered from leading aerospace companies, The Boeing Company, Lockheed Martin and Rockwell Collins. Enterprise Saskatchewan helped to facilitate the arrangement. In 2010, the Saskatchewan Aviation Learning Centre opened at the Saskatoon Airport. To date, 19 students are enrolled in the aircraft maintenance engineering training program. There were 34 applicants for this year's intake of the program.

- Investment attraction missions were completed in four other European countries, India, Japan and two missions to the United States.

- The chief executive officer's mission to London, England, in July 2011 included organizing a Saskatchewan display in partnership with Tourism Saskatchewan at a Canada Day celebration in Trafalgar Square, which attracted 75,000 people. Enterprise Saskatchewan was the major sponsor of the Canada Day business reception organized by the Canada-UK Chamber of Commerce on June 30, which attracted 100 current and potential investors.

E2.4 Identify stronger co-ordination mechanisms between the provincial government and local Enterprise Regions to attract and manage large investments.

- Several meetings were co-ordinated between Enterprise Saskatchewan Investment Attraction, Enterprise Saskatchewan Regional Offices and Enterprise Regions to share regional investment readiness strategies and identify synergies.

- Nine Enterprise Regions participated with Enterprise Saskatchewan on a geographic information system project for community asset mapping and capacity building for investment attraction.

E2.5 Support Enterprise Regions in their activities to foster business retention, expansion and an improved business environment.

- Twelve Enterprise Regions undertook Business Retention and Expansion activities to identify barriers and opportunities within the region. Over 2,660 business interviews have been completed since April 2010. The information gained from these interviews assisted in setting the strategic focus of Enterprise Region activities such as addressing labour needs, housing shortages and planning.

- In 2011-12, Enterprise Saskatchewan provided matching funds to the Enterprise Regions, which leveraged additional funding from other project partners. Examples of projects carried out by the Enterprise Regions are listed below:
  - Operation of a Newcomer Centre to ensure availability of support services in order to integrate and retain new immigrants.
  - Development of official community plans by eight Enterprise Regions, attracting $833,000 in project contributions from 94 communities and $773,000 from the Planning for Growth program.
  - Signing of an agreement between the South Central Enterprise Region and eight municipalities to develop the Regina-Moose Jaw industrial corridor as one large economic region, for the purpose of investment attraction.

- All 13 Enterprise Regions sponsored the 2012 International Business Retention and Expansion Conference being held in Saskatoon in June 2012.

- Enterprise Saskatchewan serves on a recruitment working committee organized by the Regina Regional Opportunities Commission to develop strategies to attract labour to regions across the province. Enterprise Saskatchewan organized a partnership between the Regina Regional Opportunities Commission and Conseil de la coopération de la Saskatchewan to participate in the Montreal National Job Fair in October 2011, where staff provided more than 1,000 people interested in working in Saskatchewan with information about finding jobs. Six Enterprise Regions participated in the April 2012 National Job Fair in Toronto.

E2.6 Participate in national and international events and trade shows with the goal of attracting investment to fill gaps in the current supply chain for key industries.

- Enterprise Saskatchewan staff participated in 33 national and international trade shows and events to promote Saskatchewan as an ideal place to live, work and invest. At all events, meetings were held with companies to discuss investment opportunities in Saskatchewan.

E2.7 Attract eight to 12 new corporate investments and at least two major head office expansions.

- Eleven new corporate investments were attracted in 2011-12, exceeding the minimum target of eight. Investments were across a range of sectors and included significant investments from Asia, Europe and North America. The following are examples of investment attraction successes led or assisted by Enterprise Saskatchewan:

- Three different investments by Hitachi, Ltd. to partner on projects related to nuclear medicine, low carbon energy technologies and carbon capture.

- Expansion of the Milligan Bio-Tech facility at Foam Lake in response to the new Saskatchewan Renewable Diesel program.

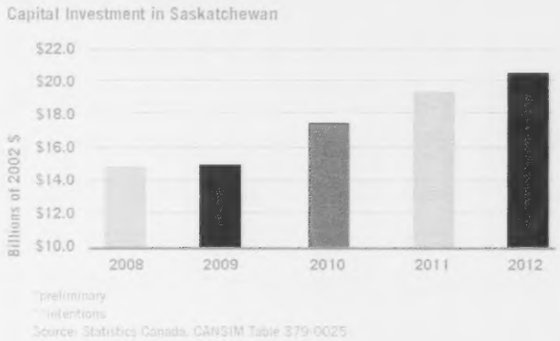
- The Siemens Canada purchase of Prairie West Technical Services to expand Siemens' delivery of its technical products and services to mining, oil and gas customers.

- Grit Industries acquisition of the former Peak Manufacturing plant in North Battleford.

- Establishment of the Raycol Engineering manufacturing facility in Pilot Butte to provide agricultural components to the North America marketplace.

- Significant progress was made on building a pipeline of investment attraction target companies.

Performance Measure & Results



Capital investment measures the cost of leasing, purchasing, constructing, installing, repairing and maintaining durable plant, machinery and equipment. Capital investment plans not only indicate management views of future prospects for their industry, but also signal the level of satisfaction with the provincial business environment.

Preliminary capital investment figures for 2011 show Saskatchewan private sector investment at $16 billion and public sector investment at $3.3 billion, for a total of $19.3 billion, which exceeded the forecast of $17 billion. Investment is expected to surpass $20 billion in 2012.

Given the pre-eminence of mining, oil and gas investment in Saskatchewan, commodity prices have a strong influence over whether overall capital investment forecasts are realized. Some major projects may be delayed in 2012 as a result of current weak potash prices.

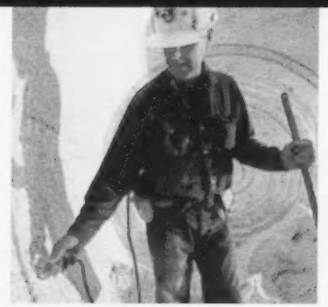
E3 Foster economic development by modernizing regulations and enhancing service delivery

E3.1 Work with other partners to expand and enhance one-stop online services such as Saskbiz, BizPaL, business infosource, a regulatory information database and the Information Services Corporation Business Portal.

- BizPaL now has all industry sectors included and 565 provincial approvals. Saskbiz is being enhanced with geographical information system mapping capabilities. The regulatory information database project is underway with a pilot to begin in mid-2012.

- *Business infosource* assisted 8,903 clients and had 68,905 Internet visits. The number of tours and immigrant presentations is up significantly this year, reaching 1,713 clients. *Business infosource* also hosted 120 video conferences, which were attended by 662 participants.

- In July 2011, a western partnership was signed between Western Economic Diversification Canada, Industry Canada and the four western provinces to work in collaboration in the governance of the Canada Business Network.



- Enterprise Saskatchewan continues to work with Information Services Corporation to expand Business Registrations Saskatchewan.

E3.2 Work with other ministries, Crown agencies and industry stakeholders to enhance service delivery for gas, electrical and plumbing permits, licences, and inspections.

- Enterprise Saskatchewan managed a contract to examine options and develop an implementation plan to expand the scope of the Technical Safety Authority of Saskatchewan to include gas, plumbing and electrical permits, licences and inspections.

E3.3 Facilitate the adoption of new service-level commitments and standards for ministries and agencies that deal with business.

- The Ministry of Labour Relations and Workplace Safety adopted service standards.

E3.4 Harmonize regulations affecting trade, investment and labour mobility by working with Saskatchewan regulators and the governments of Alberta and British Columbia under the New West Partnership.

- Regulatory streamlining with the other provinces under the New West Partnership is being addressed through the Regulatory Modernization Initiative.

E3.5 Implement a Red Tape Reduction Initiative that identifies regulatory barriers, enhances regulatory reviews and increases accountability through public reporting.

- The Red Tape Reduction Initiative is underway. Enterprise Saskatchewan worked with the Saskatchewan Liquor and Gaming Authority to review liquor regulations for business impacts. The Legislation and Regulation Review Committee is considering recommendations from the review.

- The Ministry of Environment's hunting and angling regulations will be reviewed early in fiscal year 2012-13.

Efforts to improve Saskatchewan's business environment are paying off. The Fraser Institute's Canadian Provincial Investment Climate 2010 Report ranked Saskatchewan second among the provinces for the second consecutive year. Other studies by the Fraser Institute have identified Saskatchewan as the sixth-best international jurisdiction for mining and fifth-best jurisdiction for upstream oil and gas activities. According to research by the Canadian Federation of Independent Business, Saskatchewan had the lowest cost of regulation as a percentage of non-government gross domestic product, and the cost of regulatory burden in Saskatchewan fell by 20 per cent between 2005 and 2008 – the greatest improvement among all the provinces.
Efforts to improve Saskatchewan's business environment are paying off.

"Saskatchewan had a very high profile, and we are extremely pleased at the outcome in terms of the interest we saw and the leads we generated regarding skilled labour."

Alan Thomarat, Saskatchewan President and CEO, Canadian Home Builders' Association

First impressions are everything, particularly in a job interview, and Saskatchewan made a big one with thousands of attendees at The National Job Fair and Training Expo held on April 4 and 5 in Toronto. The green-carpeted Saskatchewan zone visually dominated the event, with a massive banner suspended directly over the *Real Growth. Real Opportunity* booth at the heart of province's employment pavilion.

The Saskatchewan zone was a partnership of Enterprise Saskatchewan, Regina Regional Opportunities Commission and Saskatoon Regional Economic Development Authority designed to help address the province's long-term labour force needs. It is projected that Saskatchewan will need 75,000 to 90,000 skilled workers over the next five to seven years. Twenty-six Saskatchewan employers and organizations brought more than 500 vacant positions to the job fair. With ongoing multibillion-dollar projects in mining, oil and gas, construction, manufacturing and other economic sectors, these exhibitors had an opportunity to explain to almost 12,000 job seekers why Saskatchewan is the best place in Canada to live, work and do business. The National Job Fair celebrated its 10th anniversary in 2012, with more than 200 booths set up by companies from across Canada seeking potential employees.

Saskatchewan
Real Growth. Real Opportunity.
Saskatchewan

E4 Enhance the economic impact of innovation in Saskatchewan

E4.1 Collaborate with Innovation Saskatchewan to pursue an innovation agenda with key sectors including, but not limited to, ag-biotech, value-added resource opportunities and sustainable energy development.

- Innovation Saskatchewan meets with the Science and Technology Sector Team and participates in the discussion and development of recommendations to increase innovation in Saskatchewan.

E4.2 Assist Innovation Saskatchewan to develop programs and policies that enhance access to capital, regulatory competitiveness, industry development and collaboration between industry and academia.

- Enterprise Saskatchewan provided board recommendation support to Innovation Saskatchewan's Innovation Voucher program. Innovation Saskatchewan chose not to introduce the recommendation for the 2012-13 budget process, but Enterprise Saskatchewan continues to work with Innovation Saskatchewan to identify mechanisms to introduce a voucher program.

E4.3 Encourage ministries and Crown corporations to support and assist in the commercialization of Saskatchewan-developed innovative technologies.

- The Science and Technology Sector Team and Innovation Saskatchewan are developing next steps related to the sector team's recommendation for government to introduce a demonstration fund for first purchasers of innovative technology.

- As chair of the provincial Corporate Procurement Committee, Enterprise Saskatchewan works with Saskatchewan's Crowns and ministries to make them aware of Saskatchewan companies' innovative goods and services. The Corporate Procurement Committee, through Enterprise Saskatchewan, arranges tours and presentations by Saskatchewan suppliers and organizes open houses where local companies can meet with government purchasers. Four open houses were held in 2011-12. In total, these events provided 40 local companies an opportunity to connect with potential government clients.

- Enterprise Saskatchewan also continues to work with its Manufacturing Sector Team to look at ways for industry to be more involved with the Crowns and ministries at the pre-Request for Proposal stage to offer innovative solutions and products. Enterprise Saskatchewan is a strong supporter of supplier development programs within government and the Crowns.

- Enterprise Saskatchewan is working with the Manufacturing Sector Team to examine the establishment of a manufacturing centre of excellence that would strengthen existing resources within the Saskatchewan Research Council, Prairie Agricultural Machinery Institute, the universities and the Saskatchewan Institute of Applied Science and Technology for helping manufacturers adopt new technologies and processes.

E4.4 Work through programs such as the Western Economic Partnership Agreement to accelerate the commercialization of innovation.

- Five of the 10 Western Economic Partnership Agreement projects approved in 2011-12 are related to commercialization of technology.

- Enterprise Saskatchewan works to enhance opportunities to commercialize Saskatchewan innovations through its provision of board, management and/or technical support to Communities of Tomorrow and SpringBoard West Innovations.

- The Community Development Trust Fund provides financial support to communities that have been adversely affected by international economic volatility, particularly in the forestry sector. Enterprise Saskatchewan is responsible for administering the infrastructure and the regional planning components of the Community Development Trust Fund. To date, 19 out of 26 approved projects have been completed, with $19.3 million disbursed. The program completion date has been extended to December 31, 2012, to allow proponents to complete their projects.

Performance Measure & Results

Western Economic Partnership Agreement Activity	2007-08	2008-09	2009-10	2010-11	2011-12
# of investment contracts	13	0*	12	9	4
Provincial investment ($ millions)	4.3	1.1	3.2	4.2	1.3
Total investment leveraged ($ millions)	8.9	0	10.9	24.2	47.4**

* The WEPA II agreement provided $24.4 million in provincial funding and leveraged a total of $96.2 million in federal and other partner funding for 52 projects over a five-year period ending March 31, 2008. Due to delays associated with the provincial election, the third WEPA agreement was not signed until January 2009, with the result that no new contracts were concluded in 2008-09, although funding continued to flow under existing contracts.

** This is a cumulative total since the beginning of WEPA III in 2009-10; some of the commitments will not be fulfilled until 2013-14. Until projects are completed, it is very difficult to determine how much of the leveraged funds were actually spent during a given fiscal year.

Source: Enterprise Saskatchewan

The Western Economic Partnership Agreement focuses on increasing the competitiveness and productivity of the Saskatchewan economy and continues the strong federal-provincial partnership that is helping Saskatchewan strengthen its key sectors. The Western Economic Partnership Agreement funding supports projects that provide businesses with additional tools to succeed in the knowledge-driven global marketplace.

The $25 million Western Economic Partnership Agreement III program budget is fully committed to 32 projects. Contracts were signed for four new projects representing $1.3 million in provincial funding in 2011-12. Six other projects are approved, with contracts pending. Three of the more significant Western Economic Partnership Agreement projects funded this year are listed below:

- Saskatchewan Research Council – $1.3 million to build a mineral processing pilot plant and develop a metallurgical testing service to support the mining industry.
- Genome Prairie – $1.5 million to develop a microbial assessment tool that will potentially minimize the environmental impact of uranium mining and aid in mine reclamation.
- University of Saskatchewan – $1.5 million to build a demonstration unit for converting biomass into high-quality syngas for commercially viable production of jet biofuels.

E5 Provide tools to support development of a diversified, sustainable economy

E5.1 Continue to promote a corporate brand for Enterprise Saskatchewan, its role, mandate and services through brochures, sponsorships and partnerships.

- Enterprise Saskatchewan sponsored 75 events and activities aligned with its mandate. Enterprise Saskatchewan produced a regional economic development brochure to profile its economic development activities at the regional level.
- Enterprise Saskatchewan participated in Saskatchewan Urban Municipalities Association, Saskatchewan Association of Rural Municipalities, and chamber of commerce trade shows to raise awareness among key stakeholder groups.
- Enterprise Saskatchewan conducted an online campaign to promote the Volta young entrepreneur of the year award. Enterprise Saskatchewan partnered with Saskatchewan Young Professionals and Entrepreneurs to create the award and was profiled as a major sponsor at the awards ceremony in June 2011.

E5.2 Enhance the delivery and marketing of the Small Business Loans Association program and implement new processes that provide greater automation of client services for both the Small Business Loans Association program and the Invest in Saskatchewan program.

- In May and June 2011, Enterprise Saskatchewan conducted a print and online campaign to promote its Small Business Loans Association program.

- Lean projects for the Small Business Loans Association program and Invest in Saskatchewan started in May 2011. The current and future state maps were completed in June 2011.

- Four of 10 identified continuous improvement projects (kaizens) for the Small Business Loans Association program have been completed; two of seven Invest in Saskatchewan kaizens are complete. In addition, several immediate process improvements were implemented.

Performance Measure and Results

Small Business Loans Association Program Results

	2007-08	2008-09	2009-10	2010-11	2011-12
# of loans	365	341	257	262	224
Loan amount ($ millions)	4.18	3.82	2.77	2.85	2.47
Jobs created	600	558	476	473	427
Jobs maintained	648	574	404	305	213

Source: Enterprise Saskatchewan

Small Business Loans Association loans are determined by local loan associations and are targeted to small businesses that have difficulty meeting the criteria of traditional lenders. An increase in the loan limit from $15,000 to $20,000 was approved in 2011-12, and will take effect once regulations are filed with the Registrar of Regulations. A total of 186 Small Business Loans Associations are active in the province. Eighty per cent of the program activity takes place in communities outside of Regina and Saskatoon. In 2011-12, loans totalling $2.47 million were provided to 224 businesses, leading to the creation of 427 new jobs.

Small Business Loans Association program activity shows a downward trend over the past five years. Although the loans are intended for businesses that would not ordinarily qualify for bank financing, low interest rates may be prompting an increase in the use of personal lines of credit or other forms of financing among potential Small Business Loans Association clients.

"The mining supply chain work that we have undertaken with Enterprise Saskatchewan has been mutually beneficial."

Pam Schwann, Executive Director, Saskatchewan Mining Association

Mining production in Saskatchewan is expected to expand significantly in the next 10 to 15 years. The goods and services required by this expansion will present substantial opportunities for existing and new suppliers to the mining sector. To help educate suppliers about these opportunities, Enterprise Saskatchewan has worked extensively with industry associations to provide forums and information sessions. Work in this area started four years ago, when Enterprise Saskatchewan staff approached the Saskatchewan Mining Association to partner on a provincial forum to connect mining project and procurement leaders with suppliers to talk about expansion, operations and procurement opportunities.

The fourth annual Saskatchewan Mining Supply Chain Forum, held in April 2012, attracted over 500 participants. At a more local level, Enterprise Saskatchewan organized mining supply chain workshops in Saskatoon, Yorkton and North Battleford with more than 150 companies participating. The workshops provided an overview of Saskatchewan mining companies, mining processes, goods and services requirements and the key factors that mining companies consider when choosing a supplier. The workshops also provided advice on how suppliers can approach mining companies. Enterprise Saskatchewan worked with the Saskatchewan Mining Association and Saskatchewan Trade and Export Partnership to organize these workshops. The work in this area is ever expanding. It's about bringing companies together to improve understanding of how to access opportunities in the mining supply chain.

E5.3 Review the current annual investment limit for Labour-sponsored Venture Capital Corporations under the Invest in Saskatchewan program.

- In February 2012, Cabinet increased the fund cap for provincially registered pool funds from $50 million to $55 million for the 2011-12 fiscal year. The Ministry of Finance and Enterprise Saskatchewan will review the entire Invest in Saskatchewan program in 2012 to ensure the program is achieving its mandate. The individual and fund caps will be part of this review.

Performance Measure and Results

Invest in Saskatchewan Program Results

	2011-12	Program to Date (1989-2012)
Employee Funds		
Number of Registrants Raising Funds	5	31
Funds Invested in Small Businesses	$25,000	$10,829,180
Amounts on Which Tax Credits Paid	$539,055	$11,324,025
Provincial Tax Credits Issued	$100,139	$2,213,862
Jobs Created or Maintained (gross)	46	2,011
Provincial Pool Funds		
Funds Raised	$88,343,677	$497,592,574
Number of Investors	25,676	168,092
Number of Investments Made into Eligible Businesses	47	498
Companies Receiving Equity Funding	27	152
Amount of Funds Invested	$56,874,858	$384,998,447
Provincial Tax Credits Issued	$17,474,124	$98,941,836
National Pool Funds		
Funds Raised	$141,489	$190,234,572
Number of Investors	54	72,522
Number of Investments Made into Eligible Businesses	0	68
Eligible Businesses Receiving Equity Funding	0	22
Amount of Funds Invested	$0	$95,781,446
Provincial Tax Credits Issued	$28,297	$31,818,161

Source: Enterprise Saskatchewan

The Invest in Saskatchewan Program encourages Saskatchewan residents to invest in funds or pools of venture capital called Labour-sponsored Venture Capital Corporations. These Labour-sponsored Venture Capital Corporations invest in Saskatchewan-based, small and medium-sized businesses to help create/maintain jobs and provide share ownership opportunities for employee groups, labour associations and individuals.

In 2011-12, Enterprise Saskatchewan issued over 25,000 tax credits for capitalization totalling more than $88 million. This capital will be invested into small and medium-sized Saskatchewan businesses over the next two years.
A review of the Employee Investment Program has identified a number of activities to increase registered employee funds that participate in the program. These funds help employees invest in the businesses where they work.

E5.4 Work with Saskatchewan Trade and Export Partnership to develop guidebooks and other tools that help Saskatchewan companies take advantage of procurement opportunities under the New West Partnership.

- Saskatchewan Trade and Export Partnership has completed a guide to doing business with other provinces. Enterprise Saskatchewan and Saskatchewan Trade and Export Partnership are working to ensure that all businesses are aware of this guide and the opportunities to business that the New West Partnership brings. A small marketing campaign was conducted to this end in June/July 2011.

- Presentations were made in Humbolt, Estevan, Swift Current, Saskatoon and Regina to educate companies about New West Partnership opportunities.

- Enterprise Saskatchewan continues to chair the Provincial Corporate Procurement Committee whose mandate includes discussing opportunities for Saskatchewan suppliers within the New West Partnership.

- A procurement forum held in Saskatoon on April 14, 2011, with the government Crown corporations to discuss opportunities for procurement that the New West Partnership brings for Saskatchewan suppliers was attended by over 250 business people.

E5.5 Determine priorities, plan and negotiate the next Western Economic Partnership Agreement.

- Initial meetings with internal and external stakeholders to explore Western Economic Partnership Agreement IV priorities have been started.

E5.6 Support growth of the biofuels industry through programs such as the Ethanol Fuel Grant program and the Renewable Diesel program.

- Enterprise Saskatchewan administered the Ethanol Fuel Grant program, providing $23.8 million in incentives to six ethanol distributors for 158.8 million litres of ethanol production (based on estimates provided by distributors for the final quarter of 2011-12). The program is scheduled for a comprehensive review in 2012.

- Saskatchewan will be implementing a renewable diesel mandate requiring an annual average of two per cent renewable diesel in diesel fuel, beginning July 1, 2012. In anticipation of this mandate, the Saskatchewan Renewable Diesel program was developed to promote the development of the renewable diesel industry by providing an incentive to eligible Saskatchewan producers. Under the Renewable Diesel program, $0.53 million in incentives were provided on 4.1 million litres of renewable diesel production.

E5.7 Provide economic development tools to the Enterprise Regions to help them gather company data and respond to business retention and expansion opportunities.

- Each Enterprise Region was provided a licence to Synchronist software for recording of business visit information from business retention and expansion activities.

Performance Measure & Results

Client Use of Enterprise Saskatchewan Business Services

	2007-08	2008-09	2009-10	2010-11	2011-12
# of Saskbiz website unique hits	n/a	n/a	49,568	43,589	34,807
# of BizPaL website unique hits	6,671	5,484	4,700	4,096	5,716
# of *infosource* website unique hits	412,528	519,928	144,000*	65,615	68,906
# of *infosource* client interactions	16,280	13,846	13,700	12,303	11,487

* Regional *business infosource* websites were replaced by an integrated national site with regional views, which resulted in a decline in website visits.

Source: Enterprise Saskatchewan

Enterprise Saskatchewan provides a number of services to help businesses find information that will guide them in making investment decisions and obtaining necessary permits, licences and approvals.

BizPaL was enhanced in 2011 to allow users to search for required authorizations by type of business activity. This change likely contributed to the 39.6 per cent increase in unique hits on the BizPaL site.

Activity on the *business infosource* website increased by 5.2 per cent in 2011-12, but direct client interactions declined by 6.6 per cent. The 20.1 per cent decline in Saskbiz website hits is probably related to a change in the way data was gathered.

E6 Foster a culture of entrepreneurship

E6.1 Implement tools such as virtual mentorship to enhance business mentorship across the province.

- The idea of an online mentorship service for entrepreneurs was explored, but was not implemented due to issues over its financial sustainability.

E6.2 Work with other ministries and stakeholders to improve entrepreneurial skills development for K-12 students and in the post-secondary system.

- In partnership with the Ministry of Education and the Canadian Foundation for Economic Education, Enterprise Saskatchewan helped to initiate the Building Futures in Saskatchewan project, which will integrate key concepts in entrepreneurship, financial and economic literacy in the K-12 core curriculum. The private sector has committed to sponsor remaining stages of the project's implementation.

- Enterprise Saskatchewan provided funding for a video series featuring the stories of entrepreneurs from Saskatchewan and across Canada. The videos will become a classroom resource for all educational institutions when completed next year.

- In 2010-11, Enterprise Saskatchewan sponsored Junior Achievement Saskatchewan to expand delivery of the Junior Achievement Company Program in Saskatchewan high schools. Expansion activities continued in 2011-12. The number of students participating in the program has grown from 124 in the 2008-09 baseline year to 335 in 2011-12; the number of programs delivered increased from eight in 2008-09 to 19 in 2011-12.

E6.3 Create greater alignment and co-ordination among organizations providing services and support to Saskatchewan entrepreneurs.

- Enterprise Saskatchewan continues to work at improving delivery of support services for entrepreneurs in Saskatchewan. A total of 127 interviews with entrepreneurs were conducted by regional office staff to identify ways to enhance the support system.

- Enterprise Saskatchewan is considering options for a provincial in-take system as part of the entrepreneurial development system, starting with identifying who the current service providers are and where gaps are for various skill levels of entrepreneurs.

E6.4 Implement a youth entrepreneurship promotional campaign in partnership with Saskatchewan Young Professionals and Entrepreneurs and community partners.

- The first year of a three-year promotional campaign was completed in June. The Volta award garnered more entrants and attention than previous Saskatchewan Young Professionals and Entrepreneurs awards for young entrepreneurs.

- The first phase of Volta year-two, conducted in March 2012, attracted 32 completed application forms, compared to 21 in 2011. The Facebook page attracted 2,460 followers, an increase of 2,050 followers compared to 2011.

E7 Increase First Nations and Métis involvement in the economy as partners

E7.1 Work in collaboration with the Ministry of First Nations and Métis Relations and other partners to explore and pursue opportunities to generate employment, expand capacity and create economic opportunity for First Nations and Métis people.

- Enterprise Saskatchewan supported PX2, a youth leadership training course with Big Island First Nation and Waterhen First Nation.

- Enterprise Saskatchewan sponsored five Aboriginal business development events in 2011-12 and became a member in four Aboriginal economic development-related organizations. Enterprise Saskatchewan provided organizing support to many of these events and organizations, including the startup of the Saskatchewan First Nations Economic Development Network.

- Enterprise Saskatchewan continues to work within the Aboriginal community to provide support to Aboriginal business projects in Saskatchewan and is actively involved in many Aboriginal development committees.

E7.2 Expand and market the Aboriginal Business Directory.

- The directory grew by 32 companies, to 246, during 2011-12.

E7.3 Determine priorities, plan and negotiate a new Economic Development Agreement with the Métis Nation of Saskatchewan for operations of the Clarence Campeau Development Fund.

- A new agreement is nearly complete and is expected to be signed early in fiscal 2012-13.

E8 Facilitate greater participation of Saskatchewan's young people in the economy

E8.1 Work with other ministries and stakeholders to build stronger connections between high school students and career opportunities.

- Enterprise Saskatchewan provided funding and support to expand and enhance the Saskatoon Industry Education Council's FuturePaths website. The website is a career planning tool for high school students, parents and career practitioners that connects the dots between required training and job opportunities with local employers for many occupations.

- In partnership with the Ministry of Advanced Education, Employment and Immigration and the Ministry of Education, Enterprise Saskatchewan supported a pilot project to expand the Saskatoon Industry Education Council model and programs to Regina. A feasibility study is underway.

E8.2 Foster youth leadership development throughout the province.

- Enterprise Saskatchewan supported six youth apprentices to work with economic development organizations in the province, primarily Enterprise Regions.

- PX2 leadership training was provided to 114 youth throughout the province. Enterprise Saskatchewan worked with the Saskatchewan Economic Development Association to train seven new PX2 facilitators and provide refresher courses for 10 existing facilitators.

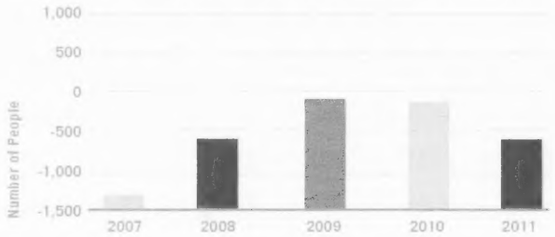
E8.3 Assist in the establishment of additional Saskatchewan Young Professionals and Entrepreneurs chapters in the province and provide leadership to existing chapters.

- As a result of Enterprise Saskatchewan funding, Saskatchewan Young Professionals and Entrepreneurs was able to focus on developing its chapters by hosting events and building improved communications tools. The provincial Saskatchewan Young Professionals and Entrepreneurs website is now available to all members and accommodates job postings, articles and other communications between members.

- No new chapters were formed in 2011-12, but membership increased by 62.9 per cent, from 350 to 570.

Performance Measure & Results

Saskatchewan Net Interprovincial Youth Migration (15-24 years of age)



Source: Statistics Canada, CANSIM Table 051-0012

Net interprovincial youth migration trends indicate how successful Saskatchewan is at attracting and retaining young people. If youth are engaged in the economy and have positive perceptions of opportunities in Saskatchewan, they will more likely stay in the province.

Saskatchewan is typically a net exporter of young people: only twice in the past 30 years has the province had positive interprovincial youth migration. The Alberta job market has historically been a powerful magnet for Saskatchewan's youth.

GOVERNMENT GOAL: KEEPING GOVERNMENT'S PROMISES

P1 Ensure transparency and accountability in all aspects of the agency's operations

Key Actions & Results

P1.1 Continue to report on provincial economic performance including Saskatchewan's tax and regulatory environment.

- Interprovincial tax comparisons were completed in July 2011 and January 2012, and the results were communicated to the Enterprise Saskatchewan board and other stakeholders. The annual Performance Indicators for Saskatchewan's Economy report was published in December 2011.

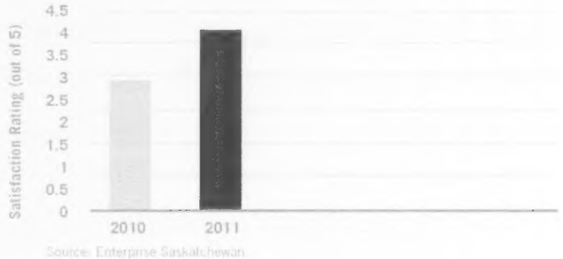
- Saskatchewan's Regulatory Modernization Progress Report, 2011, was released in January 2012 to coincide with government's proclamation of the third annual Red Tape Awareness Week. The report, which was well received within the business community, highlighted 83 initiatives across government that focused on the reduction of red tape.

P1.2 Publish semi-annual public reports on Enterprise Saskatchewan's activities and accomplishments, including stewardship over public funds and progress on board recommendations.

- The Enterprise Saskatchewan board releases a semi-annual update on the progress of board recommendations and a more detailed annual Board Progress Report that coincides with the Enterprise Saskatchewan Annual Report.

Performance Measure & Results

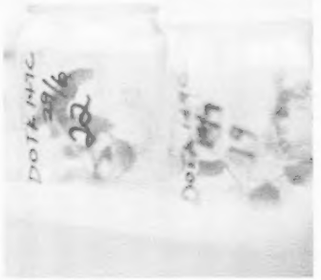
Enterprise Saskatchewan Client Satisfaction Survey (rating out of five)



Source: Enterprise Saskatchewan

Enterprise Saskatchewan is accountable to its many clients and stakeholders and surveys them each year to determine if the agency is meeting their expectations.

In 2011, Enterprise Saskatchewan surveyed 293 clients including its board and advisory groups, businesses, industry associations, regional economic development partners, other provincial and federal government departments, funding applicants, etc.



Enterprise Saskatchewan's overall client satisfaction rating improved from 2.82 out of 5.0 in 2010 to 4.07 in 2011. Survey respondents indicated that Enterprise Saskatchewan's greatest strengths are in promoting Saskatchewan opportunities, providing strategic direction for economic development and building relationships with businesses. According to respondents, Enterprise Saskatchewan's most needed improvement is to focus on priorities.

P2 Support government's five priority areas: citizen-centred service, people management, enterprise approach, simplification and core business

Key Actions & Results

P2.1 Continue to implement employee leadership and workplace culture transformation initiatives.

- Enterprise Saskatchewan divisions continue to implement the actions identified from the 2009 culture action plan.
- Leadership education sessions have been completed with new Enterprise Saskatchewan employees.
- Results of the 2011 culture survey showed a dramatic improvement over the 2009 results. Enterprise Saskatchewan has made significant steps towards creating a more constructive culture.
- The Enterprise Saskatchewan senior executive worked with a consultant to complete succession planning for management positions.

P2.2 Implement a workforce adjustment strategy to reduce government's footprint while continuing to meet government objectives.

- Enterprise Saskatchewan exceeded its staff reduction target as a result of government's decision to leave regional economic development in the hands of local stakeholders.

P2.3 Apply best practices such as Lean methodology to streamline program and service delivery and to identify and eliminate unnecessary processes and requirements in administrative and operating procedures.

- Three Lean initiatives were initiated in 2011-12. Enterprise Saskatchewan's electronic data management practices were improved, resulting in a 28.8 per cent reduction in disk space and a 37.1 per cent reduction in the number of files on the system. Continuous improvement processes for the Small Business Loans Association program and the Invest in Saskatchewan program are ongoing and will be reported next year.

Enterprise Saskatchewan

financial statements

For the year ended March 31, 2012

ENTERPRISE SASKATCHEWAN

The agency's revenue budget for 2011-12 was $41.803 million, consisting of revenue from the provincial government's General Revenue Fund to provide funding for operations. Actual revenue received totalled $41.548 million, generating a variance of $255,000 below budget. This variance primarily consists of other revenue receipts totalling $245,000 offset by a $500,000 refund to the General Revenue Fund for operational savings. Other revenue is predominantly the result of service level agreements with other government organizations for shared costs.

Actual expenditures in 2011-12 were $44.249 million, producing a variance of $2.446 million above an expense budget of $41.803 million and included:

- wind down and closure costs accrued for the future closure of the regional Enterprise Saskatchewan offices and Enterprise Regions, totalling approximately $1.636 million;
- savings in administrative and vacancy management costs throughout Enterprise Saskatchewan of approximately $1.634 million;
- expenditures of $93,000 above budget in the Enterprise Regions;
- expenditures of $63,000 above budget in the Strategic Investment Fund;
- expenditures above budget in the Community Development Trust Fund program totalling $6.468 million; and
- savings in the Western Economic Partnership Agreement program of $4.180 million.

These additional expenditures drew upon the accumulated surplus Enterprise Saskatchewan carried forward from 2010-11.

Enterprise Saskatchewan had a decrease in the accumulated surplus in 2011-12 of $2.701 million for a balance of $14.283 million. A total of $11.226 million of the accumulated surplus is being held as designated assets for program commitments that overlap fiscal years. The remaining accumulated surplus will be used for ongoing contractual obligations and operational requirements.

FOR THE YEAR ENDED MARCH 31, 2012

The accompanying financial statements are the responsibility of the management of Enterprise Saskatchewan. They have been prepared in accordance with Canadian Public Sector Accounting principles using management's best estimates and judgments, where appropriate. Management is responsible for the reliability and integrity of the financial statements, the notes to the financial statements, and other financial information contained in this report. Management is also responsible for maintaining a system of internal controls, policies and procedures designed to provide reasonable assurance that assets are safeguarded and that accounting systems provide timely, accurate and reliable financial information. The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Office of the Provincial Auditor has audited the agency's financial statements in accordance with generally accepted auditing standards and its report follows.

Chris Dekker
Chief Executive Officer
May 30, 2012

Denise Haas, CMA
Chief Financial Officer
May 30, 2012

Auditor's Report

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Enterprise Saskatchewan, which comprise the statement of financial position as at March 31, 2012, and the statement of operations and accumulated surplus, change in net financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

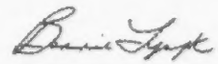
Auditor's Responsibility
My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion
In my opinion, the financial statements present fairly, in all material respects, the financial position of Enterprise Saskatchewan as at March 31, 2012, and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Regina, Saskatchewan
May 30, 2012

Bonnie Lysyk, MBA, CA
Provincial Auditor

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31

(thousands of dollars)

	2012	2011
Financial Assets		
Due from General Revenue Fund (Note 3)	$ 18,341	$ 21,747
Accounts Receivable	80	18
	18,421	21,765
Liabilities		
Accounts Payable and Accrued Liabilities	4,547	5,134
Net Financial Assets (Statement 3)	13,874	16,631
Non-financial Assets		
Tangible Capital Assets (Note 10)	388	331
Prepaid Expenses	21	22
	409	353
Accumulated Surplus (Statement 2)	$ 14,283	$ 16,984

(See accompanying notes to the financial statements)

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR THE YEAR ENDED MARCH 31

(thousands of dollars)

	Annual Budget 2012	Actual 2012	Actual 2011
Revenue			
Grants from the General Revenue Fund	$ 41,803	$ 41,303	$ 39,586
Other (Note 11)	-	245	146
	41,803	41,548	39,732
Expenses (Note 7)			
Administration	9,187	7,888	7,051
Regional Enterprise	3,165	4,548	3,666
Marketing and Communications	2,911	3,330	5,161
Competitiveness and Strategy	2,235	1,995	2,124
Sector Development	4,132	3,871	4,607
Investment Programs	20,173	22,617	19,431
	41,803	44,249	42,040
Annual (Deficit)	$ -	$ (2,701)	$ (2,308)
Accumulated Surplus, Beginning of Year		16,984	19,292
Accumulated Surplus, End of Year (Statement 1)		$ 14,283	$ 16,984

(See accompanying notes to the financial statements)

STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR THE YEAR ENDED MARCH 31

	(thousands of dollars) 2012	2011
Annual (Deficit)	$ (2,701)	$ (2,308)
Acquisition of Tangible Capital Assets	(214)	(211)
Amortization of Tangible Capital Assets	157	108
Decrease (Increase) in Prepaid Expenses	1	(5)
(Decrease) in Financial Assets	$ (2,757)	$ (2,416)
Net Financial Assets, at Beginning of Year	16,631	19,047
Net Financial Assets, at End of Year (Statement 1)	$ 13,874	$ 16,631

(See accompanying notes to the financial statements)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31

(thousands of dollars)

	2012	2011
Cash (Used in) Provided by Operating Activities		
Cash Receipts from General Revenue Fund	$ 41,303	$ 39,586
Cash Receipts from Other Operating Activity	245	146
Cash Paid to Suppliers and Employees	(44,740)	(42,413)
Cash (Used in) Provided by Operating Activities	$ (3,192)	$ (2,681)
Cash Used in Capital Activities		
Purchase of Tangible Capital Assets	(214)	(211)
(Decrease) in Cash Equivalents	(3,406)	(2,892)
Due from General Revenue Fund, Beginning of Year	21,747	24,639
Due from General Revenue Fund, End of Year	$ 18,341	$ 21,747

(See accompanying notes to the financial statements)

FOR THE YEAR ENDED MARCH 31, 2012

1. Status of Enterprise Saskatchewan

Enterprise Saskatchewan was established under the provisions of *The Enterprise Saskatchewan Act* proclaimed on July 29, 2008.

Enterprise Saskatchewan was created to further the economic goals of the Government of Saskatchewan. Enterprise Saskatchewan is a corporate body eligible to receive monies primarily appropriated by the Legislature for these purposes.

2. Significant Accounting Policies

These financial statements are prepared using Canadian Public Sector Accounting Standards appropriate for the public sector and reflect the following significant accounting principles:

a) Revenue

Revenue is recognized in the period in which the transactions or events occurred that give rise to the revenue.

b) Expenses

Expenses represent the cost of resources consumed during the year for operations and grants made to third party organizations. Grants are recognized as expenses in the period during which the transfer is authorized and eligibility criteria are met.

c) Non-financial Assets

Non-financial assets are accounted for as assets because they can be used to provide services in future periods. These assets do not normally provide resources to discharge existing liabilities unless they are sold.

d) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amount of financial assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in the Statement of Operations and Accumulated Surplus in the period in which they become known.

e) Tangible Capital Assets

Tangible capital assets are recorded at cost and are amortized over their useful life once they are in service. Amortization is recorded on a straight line basis as follows:

Leasehold and Occupancy Improvements	lesser of useful life or lease term
Vehicles	5 years
Computer Software	3 years/life of warranty
Computer Hardware	5 years
Computer System Development	5 years
Non-Electronic Office Equipment	5 years
Electronic Office Equipment	3 years
Communication System Development	3 years

3. Due from the General Revenue Fund

Enterprise Saskatchewan's bank account is included in the Consolidated Offset Bank Concentration arrangement for the Government of Saskatchewan. No interest is paid on Enterprise Saskatchewan's average daily account balance.

4. Budget Approval

Enterprise Saskatchewan's 2011-12 budget was approved by the board on April 29, 2011, and appears on Statement 2.

5. Related Parties

These financial statements include routine transactions with related parties. Enterprise Saskatchewan is related to all Saskatchewan Crown agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan.

The Ministry of Government Services provides accommodation and property management, transportation services, purchasing, risk management, records management, telecommunications and mail distribution to Enterprise Saskatchewan without charge. The Public Service Commission provides Enterprise Saskatchewan with human resource administration and payroll services without charge.

Since November 1, 2008, Enterprise Saskatchewan has provided the Minister of Enterprise with ongoing administration of the Small Business Loans Association program, Ethanol Fuel Grant program and the Labour-sponsored Venture Capital Corporations program without charge. Administration of the Renewable Diesel program was added April 1, 2011.

Related party transactions to March 31 include the following:

Related Parties	(thousands of dollars) 2012	2011
Accounts Receivable	$ 2	$ -
Accounts Payable and Accrued Liabilities	1,074	597
Other Revenue	140	54
Expenses	5,437	6,806

Other transactions with related parties and amounts due to/from them are described separately in the financial statements and the notes thereto.

Routine operating transactions with related parties are recorded at the rates charged by those organizations and are settled on normal trade terms. In addition, Enterprise Saskatchewan pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases.

6. Financial Instruments

Enterprise Saskatchewan's financial instruments include: Due from the General Revenue Fund, Accounts Receivable, Accounts Payable and Accrued Liabilities. The carrying amount of these instruments approximates fair value due to their short-term nature. These instruments have no material interest or credit risk.

7. Expense by Object

	(thousands of dollars) March 31, 2012	March 31, 2011
Expenses		
Goods and Services	$ 7,329	$ 8,890
Grants and Transfers	23,576	21,010
Salaries and Benefits	12,439	11,267
Amortization	157	108
Travel	748	765
	$ 44,249	$ 42,040

8. Contractual Obligations

Contractual obligations include:

Enterprise Saskatchewan has lease agreements primarily with the Ministry of Government Services, a related party, for office space.

Enterprise Saskatchewan has operating agreements that enable day-to-day operations of the agency.

Enterprise Saskatchewan has program-related obligations to expand innovation and enhance the competitive ability of the Saskatchewan economy such as Western Economic Partnership Agreement, Community Development Trust Fund, Enterprise Regions and Saskatchewan Trade and Export Partnership.

	(thousands of dollars) Leases	Operational	Programming	Total
2012-13	$ 738	$ 891	$ 18,383	$ 20,012
2013-14	667	530	3,602	4,799
2014-15	486	478	2,004	2,968
2015-16	486	59	-	545
2016-17	486	-	-	486
	$ 2,863	$ 1,958	$ 23,989	$ 28,810

Contractual obligations do not include those contracts that are paid on a usage basis.

9. Designated Assets (thousands of dollars)

Enterprise Saskatchewan is holding $11,226 as designated assets to be spent on the following programs in the future years.

- Enterprise Regions $93
- Western Economic Partnership Agreement $4,274
- Community Development Trust Fund $6,859

10. Tangible Capital Assets

(thousands of dollars)

	Database Development	Communication System Development	Leasehold Improvements	2011-12 Totals	2010-11 Totals
Opening Cost	$ -	$ 359	$ 80	$ 439	$ 228
Additions during the year	175	-	39	214	211
Closing Cost	175	359	119	653	439
Opening Accumulated Amortization	-	92	16	108	-
Amortization for the Year	-	133	24	157	108
Closing Accumulated Amortization	-	225	40	265	108
Net Book Value of Tangible Capital Assets	$ 175	$ 134	$ 79	$ 388	$ 331

11. Other Revenue

Revenues include refunds of prior year expenses of $108 thousand in 2012 (2011 - $60 thousand).

ENTERPRISE AND INNOVATION PROGRAMS

Since November 1, 2008, Enterprise Saskatchewan has provided the Minister of Enterprise with ongoing administration of the Enterprise and Innovation Programs including the Small Business Loans Association program, Ethanol Fuel Grant program, Renewable Diesel program and the Invest in Saskatchewan program. For each of these programs, the Ministry of Finance authorized and disbursed the related payments from the General Revenue Fund and recorded the receipt of cash into the General Revenue Fund.

Expenditures

The appropriation budget for Enterprise and Innovation Programs in 2011-12 was $27.347 million. Actual expenditures in 2011-12 were $24.578 million, producing a variance of $2.769 million below budget. This variance is mainly attributed to a $2.067 million savings in the Renewable Diesel program due to this new program being underutilized. The Small Business Loans Association program also had savings of $527,000 realized due to lower interest rates and reduced uptake. The Ethanol Fuel Grant program also had savings of $175,000 due to lower than estimated ethanol production.

For each program within Enterprise and Innovation Programs, ongoing administration included the following:

- For the Small Business Loans Association program, Enterprise Saskatchewan processed new loans of $2.468 million, collected loan repayments of $3.077 million, and monitored existing loans totalling $8.092 million at March 31, 2012.
- For the Ethanol Fuel Grant program, Enterprise Saskatchewan processed expenditures of $23.8 million.
- For the Renewable Diesel program, Enterprise Saskatchewan processed expenditures of $533,000.
- For the Invest in Saskatchewan program, Enterprise Saskatchewan processed tax credits of $17.6 million and recovered tax credits of $162,000. The total new capital of $89 million is being monitored for investment pacing requirements.

Revenue

Enterprise and Innovation Programs reports revenue from the Small Business Loans Association program related to application fees submitted by loan applicants, imputed interest revenue based on the amount of loan funds disbursed to clients each fiscal year and reimbursement of miscellaneous revenue. All revenue received is deposited in the General Revenue Fund. A summary of the Enterprise and Innovation programs 2011-12 comparison of budgeted revenue to actual revenue follows later in this report.

ENTERPRISE AND INNOVATION PROGRAMS - SCHEDULE OF EXPENSES (UNAUDITED)

In thousands of dollars Expenses	2011-12 Estimates	2011-12 Actual	Variances Over/(Under)	2010-11 Actual	Variance Notes
Investment Programs (EI03)					
Small Business Loans Association - Concessionary Allowance	$ 267	$ 112	$ (155)	$ 196	1
Small Business Loans Association - Loan Loss Provision	480	108	(372)	118	2
Ethanol Fuel Grant	24,000	23,825	(175)	23,800	3
Renewable Diesel	2,600	533	(2,067)	-	4
Subtotal	27,347	24,578	(2,769)	24,114	
Budget Appropriation	27,347	24,578	(2,769)	24,114	
Total Expenses	$ 27,347	$ 24,578	$ (2,769)	$ 24,114	

These financial schedules have been prepared in accordance with the government's accrual accounting policies.

Financial Schedules - Notes
Expenditures

1 Lower interest rates and reduced utilization under the Small Business Loans Association program.
2 Reduced utilization under the Small Business Loans Association program.
3 Savings in the Ethanol Fuel Grant program are due to ethanol production being slightly lower than the program budget.
4 Renewable Diesel program savings due to this new program not being at full capacity.

ENTERPRISE AND INNOVATION PROGRAMS REVENUE SCHEDULE (UNAUDITED)

In thousands of dollars Revenues	2011-12 Estimate	2011-12 Actual	Variance Over/(Under)	Variance Notes
Other Interest Revenue	$ 357	$ 252	$ (105)	1
Sales, Services and Service Fees	30	14	(16)	
Other Revenue	117	1,124	1,007	2
Total Revenue	$ 504	$ 1,390	$ 886	

Financial Schedules - Notes

Explanations of variances exceeding $25,000 between Estimates and Actuals.

1 Variance due to a decrease in the provincial 5-year cost of borrowing rate and a reduction of Small Business Loans Association program disbursements.

2 Primarily attributed to refunding prior years' Ethanol payable estimate.

ENTERPRISE AND INNOVATION PROGRAMS - THIRD PARTY FUNDING 2011-12 THRESHOLD $ 25,000 (UNAUDITED)

Third Party Funding (Transfers):	($000)	Description
Small Business Loans Associations	$ 112	SBLAs are community-run organizations that provide loans of up to $15,000 to entrepreneurs that have difficulty finding financing through traditional means.
Ethanol Fuel Tax Grants	$ 23,825	Funding to support the development of an ethanol industry in the province.
Renewable Diesel program	$ 533	Funding to support the development of a renewable diesel industry in the province.
Total	**$ 24,470**	

SMALL BUSINESS LOANS ASSOCIATION PROGRAM

The Small Business Loans Association program was established in 1989. Small Business Loans Associations, which are community-run organizations, may access interest-free lines of credit of up to $200,000. A Small Business Loans Association then uses this line of credit to make loans of up to $15,000 to individual businesses. The program encourages the diversification of the province's economy and supports economic development by providing funding to entrepreneurs and small businesses.

Small Business Loans Association (Unaudited)	2011-12 Budget ($000s)	2011-12 Actuals ($000s)	Variance ($000s)
Beginning Balance	9,134	9,134	0
Additions (Loan Disbursements)	4,000	2,468	1,532
Reductions			
Client Remittances	(3,600)	(3,077)	(523)
Bad Debt Expense	(240)	(349)	109
Ending Balance	**9,294**	**8,176**	**1,118**
Balance of Provision for Loss	(2,518)	(2,037)	(481)
Balance Imputed Interest Costs	(629)	(474)	(155)

Explanation of Variance

The number of Small Business Loans Association loans in 2011-12 was lower than budget, resulting in a higher ending balance than anticipated.

Organizational Chart

Enterprise Saskatchewan
board report
2011-12

Message from the Chair

Saskatchewan's economy continues to flourish and expand as never before, setting records and bringing opportunity and prosperity to communities and families across the province.

Saskatchewan's economic opportunities continue to attract people from across Canada and around the world, and we lead the country in several economic categories. Our population is growing at a pace not seen in decades as people come here by the thousands to work and live, bringing their families or hoping to start one. Our gross domestic product growth in 2011 was the fastest it has been in 15 years according to Statistics Canada. Public and private investment in our province is expected to reach $20 billion in 2012 as investors discover the advantage of doing business in Saskatchewan—the Saskatchewan Advantage.

Enterprise Saskatchewan continues to collaborate with our many partners and stakeholders to show the way for investors to access the opportunities in our province and benefit everyone in the process. Our government is committed to continuing efforts to lower taxes, improve our high quality of life, reduce government debt and, above all, make it easier for businesses to do business in Saskatchewan.

Enterprise Saskatchewan continues, as always, to make recommendations to our government that consistently support and encourage economic innovation and growth in this province. These recommendations, and our subsequent accomplishments, are presented in the pages that follow.

Bill Boyd
Chair

As Vice Chair of the Enterprise Saskatchewan Board of Directors, I am proud to offer this overview of our work and achievements to March 31, 2012.

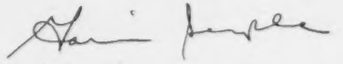
These are good times for Saskatchewan by almost any standard. We are experiencing the kind of population gains not seen for decades in this province. Our gross domestic product growth is among the nation's leaders. Billions are being committed here to major capital projects both now and in the years to come. Observers are also increasingly pointing to our opportunity-rich, diversified and competitive business environment as one of the most attractive among any comparable jurisdiction in the world.

Saskatchewan has arguably become the place to beat in terms of where one chooses to live, work, invest and do business. The bottom line is that this is a place bursting with real growth and real opportunity. A dollar invested in Saskatchewan today is as safe and as smart an investment as anyone can make, from small businesses to multinational corporations. Efforts at every level to reduce government debt, eliminate red tape and create a competitive economy where business can thrive and innovate are part of the reason for this.

Our board continues to strive to be a part of these collective efforts, and we are very pleased to be involved in the process of supporting and sustaining them. Representatives of our province's key economic sectors comprise this dedicated group of principled, experienced and influential individuals. Together, we are helping to enable continued prosperity and, in turn, increased quality of life for the growing number of people who call Saskatchewan home, and I consider it a privilege to work with all of them.

The board contributes to our province's future sustained development through our recommendations to Cabinet. Details on these recommendations, achievements and ongoing activities are provided in this report. It must be said, however, that none of this could happen without the collaboration of Enterprise Saskatchewan's sector teams, strategic issues councils and employees who contribute their knowledge and expertise on a daily basis.

At Enterprise Saskatchewan, our business is business. To that end, the board is dedicated to several key concepts: relentlessly streamlining Saskatchewan's regulatory and tax environments; reducing or eliminating barriers to economic growth in the province wherever they are found to exist; and enabling the continued diversification of our economy to ensure an even stronger and more prosperous Saskatchewan emerges tomorrow from our efforts today.



Gavin Semple
Vice Chair

RED TAPE REDUCTION

The Enterprise Saskatchewan board recommended implementing a regulatory accountability initiative to improve the quality and transparency of regulations. In 2011, the Government of Saskatchewan introduced a new regulatory modernization initiative with extensive reviews of regulations by a Red Tape Reduction Committee of Cabinet Ministers and MLAs. The committee reviewed the results of a survey co-ordinated by Enterprise Saskatchewan to get input on issues related to liquor regulations and made recommendations to reduce barriers to Saskatchewan Liquor and Gaming Authority.

RESULTS-BASED REGULATIONS

The Enterprise Saskatchewan board supported results-based regulations as an alternative to prescriptive regulations. In January 2012, the Ministry of Environment released a draft Environmental Code, developed in collaboration with representatives of impacted stakeholder groups, for public review. The code contains legally binding requirements and expected environmental results to be achieved by anyone conducting activities regulated by the code. For many low-risk activities, the code will allow proponents to proceed without ministerial approval. The code is anticipated to be adopted in the summer of 2012.

ONE-STOP BUSINESS REGISTRATION WEBSITE

The Enterprise Saskatchewan board recommended the development of a one-stop business registration website. Information Services Corporation has continued expansion work on the business portal, "Business Registrations Saskatchewan", which allows businesses to register in one easy and convenient process with the Corporate Registry, Saskatchewan Ministry of Finance and Saskatchewan Workers' Compensation Board. Building foundational elements of the portal is underway, with technical solutions such as a payment system and an account management system. Information Services Corporation is also implementing the Canada Revenue Agency's Business Number program for corporations in 2012.

STARS AIR AMBULANCE

The Enterprise Saskatchewan board recommended that government accelerate a helicopter rescue program in partnership with the private sector. The Government of Saskatchewan invested $5 million in 2011-12 and is investing $10.5 million in 2012-13 in the helicopter-based Shock and Trauma Air Rescue Service (STARS). The remainder of the cost of developing and operating the service will come from STARS fundraising and contributions from corporate donors. STARS became operational in May 2012.

SASKATCHEWAN RENEWABLE DIESEL PROGRAM

The Enterprise Saskatchewan board recommended that the Government of Saskatchewan implement a renewable diesel mandate and provide a tax credit of 15 cents per litre for biodiesel produced and sold in Saskatchewan. A renewable diesel program was launched as part of the 2011-2012 provincial budget. The five-year, $26 million program provides a 13 cent per litre grant to eligible renewable diesel

producers. The program began on April 1, 2011, and a two per cent renewable diesel mandate comes into effect on July 1, 2012. The program will wind up in 2016.

OUT-OF-PROVINCE RECRUITMENT

Over the last year, Enterprise Saskatchewan arranged several missions in partnership with a variety of provincial ministries, agencies and third party groups. In March 2012, the Honourable Brad Wall, Premier of Saskatchewan, and the Honourable Rob Norris, Minister of Advanced Education, Employment and Immigration, accompanied a delegation of 27 Saskatchewan employers to recruitment fairs in Ireland. As a result of the mission, Saskatchewan employers offered more than 280 positions to skilled workers.

AGRICULTURE RESEARCH

The Enterprise Saskatchewan board recognizes the importance of research to agriculture productivity and recommended that the provincial budget for agriculture research increase to $20 million. The 2012-13 budget contains a record allocation for agriculture research spending of $20.4 million. Since 2007-08, the Ministry of Agriculture's research budget has increased by 50 per cent. These commitments demonstrate a continued and growing commitment to research.

MARKETING CHOICE

The Enterprise Saskatchewan board recommended that the Government of Saskatchewan reinforce its support for marketing choice for barley, durum and wheat growers, and develop a plan to further the objective. The federal government passed *The Marketing Freedom for Grain Farmers Act* into law on December 15, 2011. Through this legislation, Western Canadian grain producers are provided with the same freedom to market their crops as their counterparts across the country.

NEW WEST PARTNERSHIP

The Enterprise Saskatchewan board supported the Government of Saskatchewan's participation in the New West Partnership to expand trade, investment and labour mobility. Enterprise Saskatchewan has been assisting businesses to take advantage of the New West Partnership. For instance, Enterprise Saskatchewan presented on procurement opportunities with the New West Partnership to local business representatives in Swift Current, Prince Albert, Saskatoon, Regina, Estevan and Humboldt regions. More New West Partneship presentations are scheduled for 2012.

"By providing opportunities for young professionals and entrepreneurs, we can attract and retain talent in any Saskatchewan town or city."

Alison Anderson, President of SYPE's Moose Jaw Chapter

Growing Saskatchewan's entrepreneur base fostering an entrepreneurial culture is an important priority for Enterprise Saskatchewan. That's why we're helping Saskatchewan Young Professionals and Entrepreneurs (SYPE) increase its membership across the province. In 2011, Enterprise Saskatchewan partnered with SYPE to launch the Volta entrepreneur of the year contest, won by Kip Simon of 22Fresh.

Over the last year, progress has been made on many of the Enterprise Saskatchewan Board of Directors' previous recommendations. Since inception, the Enterprise Saskatchewan board has made 78 recommendations, with 43 of these being substantially complete. Nineteen are in progress and 16 are not being implemented.

The following describes the ongoing work of the Enterprise Saskatchewan board, the five strategic issues councils and eight sector teams, profiles four new Enterprise Saskatchewan board recommendations, and highlights some of the progress that has been made during the 2011-12 fiscal year on previous recommendations. Please see www.enterprisesaskatchewan.ca/BoardReports for more detailed progress on all Enterprise Saskatchewan board recommendations.

Tax Competitiveness

The Enterprise Saskatchewan board continued to advocate for tax competitiveness that would include a 10 per cent personal income tax rate a 10 per cent corporate income tax rate and a harmonized sales tax within the context of a balanced budget. While these tax measures have not been implemented, taxpayers continue to benefit from other tax reductions introduced since 2008.

- Education property taxes were reduced by an additional $55.6 million in 2011. The overall amount of tax paid by property owners to fund education has been reduced by $165.7 million, or 22.2 per cent in 2011 compared to 2008.
- In 2011, basic and spousal exemptions increased by $1,000, and the exemption amount for each dependent child increased by $500, thereby saving taxpayers $60 million per year. Since 2008, tax reductions mean that taxpayers are saving $445 million annually in personal incomes taxes.
- The small business income tax rate was reduced from 4.5 per cent to 2.0 per cent for income up to $500,000 as of July 1, 2011, which will save small businesses an estimated $80 million per year in corporate taxes.
- The R&D Tax Credit is now refundable at 15 per cent for qualifying expenditures incurred after March 18, 2009. The Government of Saskatchewan announced in the 2012-13 budget that R&D Tax Credits will continue to be refundable for Canadian-controlled private corporations on the first $3 million in qualifying R&D expenditures in a year, with the remainder qualifying for a non-refundable tax credit.

Labour Market Task Force

The Labour Market Task Force was established as a partnership with the Saskatchewan Chamber of Commerce; the Ministry of Advanced Education, Employment and Immigration; and Enterprise Saskatchewan. The task force has been providing expert advice to the development of a new provincial labour market strategy, and has focused on the following priorities:

- Providing current and accessible labour market information;
- Increasing overall levels of education and training;
- Closing the education and employment gap of Aboriginal people; and
- Attracting work-ready people to Saskatchewan to meet labour supply gaps.

The labour market strategy is expected to be released in early 2013.

Regulatory Modernization Council

The Regulatory Modernization Council has a workplan with priorities such as improved client service, regulatory accountability and transparency, and enhanced online services to enhance the regulatory environment. Several Regulatory Modernization Council recommendations have already been implemented or are in progress such as the *Taxpayer Service Commitments and Standards Code*, the establishment of a co-ordinating inter-ministry regulatory modernization committee, the one-stop business registration website *(Business Registrations Saskatchewan)*, adoption of results-based environmental regulations, the Red Tape Reduction Initiative, and implementation of a fees and approvals database.

In January 2012, the Regulatory Modernization Council participated in an event in which the Honourable Jeremy Harrison, Minister of Enterprise, on behalf of the Government of Saskatchewan, proclaimed Red Tape Awareness Week and released the third annual *Regulatory Modernization Progress Report: Government's Efforts to Reduce Red Tape*, which highlighted 83 steps government had taken in 2011 to reduce red tape and make it easier for business to do business.

Entrepreneurship Council

The Entrepreneurship Council continues to work within the five pillars of its strategic framework: finance, mentorship, education, pathfinding and competitiveness. The council is providing input to encourage more angel investment in the province, and is supporting phase two of the *Building Futures in Saskatchewan* project in order to improve entrepreneurial skills development in the K-12 school system. The council has initiated discussion with the Ministry of Government Services to increase provincial procurement from small and medium-sized business. The council also worked with Enterprise Saskatchewan staff to create a webpage to enhance the council's transparency and accountability with the entrepreneurship community.

Youth Economic Engagement Council

The Youth Economic Engagement Council continues to focus on youth entrepreneurship, workforce development, access to education and leadership development. The council has identified several short-term priorities for action including improved access to student loans, additional support for young entrepreneurs and more mentorship or career development opportunities.

The council's past recommendations continue to have an impact. An expanded number of Saskatchewan Young Professionals and Entrepreneurs chapters provide networking and professional development opportunities for youth. The Saskatchewan Young Professionals and Entrepreneurs Volta award for entrepreneurial excellence, which promotes entrepreneurship as a career opportunity for youth, has entered its second year with significant increases in social media exposure. The *Building Futures in Saskatchewan* program has received a commitment for private sector funding for its second phase.

Co-operative Issues Council

The Co-operative Issues Council focused its work for the current year on a review of legislation and regulations affecting the creation of co-operatives in Saskatchewan. Good progress has been made including meetings with the Ministry of Justice and Information Services Corporation. The council also is working on reviewing and developing strategies for supporting the development of new co-operatives in Saskatchewan.

Agri-business

The Agribusiness Sector Team has seen several successes over the last year through its advocacy for increased agricultural research, grain marketing competition and enhanced rail service. Since 2007-08, the Ministry of Agriculture's research budget has increased by 50 per cent to a record $20.4 million in 2012-13. This includes an allocation of $2 million of Growing Forward funding for wheat genomic research announced by the Honourable Brad Wall, Premier of Saskatchewan, as part of the Wheat Summit in February 2012. Western Canadian grain producers will have the same freedom to market their 2012 crops as their counterparts across the country, as a result of the passage of *The Marketing Freedom for Grain Farmers Act* into law in December 2011.

The federal government committed to a facilitation process focused on developing a streamlined commercial dispute resolution process and a template service agreement, in consultation with shippers, railways and other stakeholders. The federal government also committed to proceed with tabling legislation in 2012 to give shippers the right to a service agreement with the railways, should commercial negotiations fail.

Arts, Culture and Tourism

The Arts, Culture and Tourism Sector Team provided valuable input to the Red Tape Reduction Committee's review to reduce barriers associated with liquor regulations. The team has also been assessing possible next steps as follow-up to reports that were completed to fulfill two previous Enterprise Saskatchewan board recommendations:

- In consultation with related agencies, present a business rationale and model that would co-ordinate and assist commercialization and investment opportunities in the tourism sector.
- Review what is required to support the commercialization objectives of the creative industries.

In 2011, the Arts, Culture and Tourism Sector Team highlighted the importance of adequate bridge capacity in Prince Albert for tourism and other key economic activities in northern Saskatchewan. The Prince Albert Diefenbaker Bridge is often a choke point for traffic heading north. The negative impacts on industry, in addition to area residents, as a result of the Diefenbaker Bridge lane closures and weight restrictions in August 2011 brought to the fore the desirability of a second Prince Albert bridge to improve access to the north.

New Enterprise Saskatchewan Board Recommendation: Given the importance of efficient transportation infrastructure to the economy of northern Saskatchewan, Enterprise Saskatchewan will communicate its support for the review being undertaken by the City of Prince Albert, the surrounding municipalities and the Ministry of Highways and Infrastructure to determine the business case for a second bridge in the Prince Albert area.

"There's nowhere else in the world that you'll find harder working people than in Saskatchewan. We're just happy to move into the neighbourhood."

Wayne King, Founder and CEO, Grit Industries

After learning that Grit Industries Inc. had outgrown its existing facilities in Alberta and was considering relocating to Ontario, Enterprise Saskatchewan worked with a team of government and community organizations to convince Grit to consider a move closer to home. In October 2011, Grit announced it had acquired a 91,000-square-foot plant in North Battleford.

Sector Teams Highlights

Energy

The Energy Sector Team has been developing a strategy to include oil and gas in the high school education system. This will attract Saskatchewan's youth to trades or professional careers in the oil and gas industry, thereby helping address the labour shortages facing the industry.

Results of two previous recommendations that the Energy Sector Team advanced and the Enterprise Saskatchewan board supported are having a positive impact: the change in regulations to allow the movement of drilling rigs on Sunday, and accelerating the establishment of a helicopter rescue program, STARS, which became operational in May 2012.

Infrastructure and Services

The Infrastructure and Services Sector Team has continued to advance options to ensure timely and cost-effective development of public and private infrastructure, including housing, to meet the needs of our growing economy. The team supports longer-term public sector planning and the communication of five-year capital plans. Over the last year, the team has also discussed the following:

- Increasing transparency of development costs and service agreement fees;
- Expanding our labour market supply to meet industry needs;
- Reviewing labour legislation and regulation trends; and
- Increasing the rate of return for rental accommodation through lowering corporate taxes.

The 2012-13 budget introduced a tax rebate to reduce the corporate income tax rate by 10 per cent on income earned from the rental of new qualifying multi-unit residential projects for up to 10 consecutive years, to help stimulate the industry and increase the supply of rental accommodation.

Manufacturing

The Manufacturing Sector Team efforts have contributed to making it easier for the sector to do business. As a result of the Manufacturing Sector Team efforts, SaskPower recommitted to its Supplier Development Program with dedicated staff to support Saskatchewan manufacturers in developing the quality and capacity requirements that SaskPower needs. This program has helped many Saskatchewan manufacturers build their businesses over the years, and it will continue to make significant contributions to our manufacturing sector's vitality.

Sector team members also raised concerns about the change in practice by the Boiler Inspection Branch that made pressure welder certification more cumbersome for industry. Enterprise Saskatchewan arranged a meeting between sector team members and the branch to solve the problem. As a result, manufacturers will have more of their highly skilled welders become certified for pressure welding.

Labour shortages in Saskatchewan are constraining growth in the manufacturing sector. Saskatchewan's current population, even with increased participation of Aboriginal people, is not enough to keep up with current and expected labour demands. The federal Citizenship and Immigration Canada capped provincial nominees in the

successful Saskatchewan Immigrant Nominee Program at 4,000 nominees. The Enterprise Saskatchewan board supported the Manufacturing Sector Team recommendation to increase the immigration nominee cap to meet labour demands and support Saskatchewan's expanding economy.

New Enterprise Saskatchewan Board Recommendation: Take the necessary steps to have the cap on immigrant nominees into Saskatchewan raised from 4,000 to 6,000 per year.

Mining and Forestry

The Mining and Forestry Sector Team met with officials from the ministries of Energy and Resources; Advanced Education, Employment and Immigration; and Environment to discuss various issues. One topic of particular concern to the team was Environment Canada's release of its proposed *Recovery Strategy for the Woodland Caribou, Boreal Population in Canada*. The proposed strategy, if implemented, would see large tracts of land dedicated to caribou habitat and would restrict development in northern Saskatchewan. The team was concerned that the proposed strategy was based upon insufficient scientific data and had inadequate input from First Nations and Aboriginal communities and other northern residents. The draft strategy would economically disadvantage Saskatchewan more than any other province. The Enterprise Saskatchewan board supported the Mining and Forestry Sector Team advice that the Government of Saskatchewan resource a response to the federal government to ensure that any strategy is based on scientific data and consultations of those impacted.

New Enterprise Saskatchewan Board Recommendation: Adequately resource a response to address the scientific and economic/social policy issues related to the federal government's *Recovery Strategy for the Woodland Caribou, Boreal Population in Canada*. The province should attempt any and all reasonable means necessary (including legal action or interventions) to delay implementation decisions on this issue for at least three years to allow development of credible science and adequate consultations with First Nations and Aboriginal groups in Saskatchewan.

Science and Technology

The Science and Technology Sector Team continued to focus on human resource development, specifically the retention of graduate-level students. The team met with a representative from Mitacs, a national, not-for-profit research organization, to learn more about initiatives to encourage graduate students to partner with industry, government and academia. The sector team also supported programming to increase angel investment and technology adoption and the implementation of an innovation voucher program.

Increasing productivity, commercializing new technology and products, and learning from and collaborating with knowledge and research institutions (e.g. universities, Canadian Light Source, Prairie Agriculture Machinery Institute) can help Saskatchewan companies be more competitive. Many European countries and Alberta and Nova Scotia have implemented an innovation voucher program whereby eligible businesses receive "vouchers" to spend at approved institutions to help solve their

productivity improvement or product development problems. The Enterprise Saskatchewan board recognized the importance of increased productivity for our industries to compete in an increasingly competitive global marketplace and supported the implementation of an innovation voucher program in Saskatchewan.

New Enterprise Saskatchewan Board Recommendation: Establish an innovation voucher program with Innovation Saskatchewan developing and implementing the program.

Transportation and Logistics

The Transportation and Logistics Sector Team focused on reviewing their past work and prioritizing their next objectives. The team has had success with its recommendation for the development of a stronger focus on aviation with the hiring of a senior policy advisor for aviation by the Ministry of Highways and Infrastructure in the fall of 2011. The team will continue to work on workforce and labour issues as well as regulatory reforms in the next year.

The Honourable Bill Boyd
Chair

Bill Boyd is one of the founding members of the Saskatchewan Party and has been involved on the Saskatchewan political scene for nearly two decades.

Mr. Boyd was the MLA for the Kindersley constituency from 1991 until he stepped down in 2002. Originally elected in 1991 as a Progressive Conservative MLA, Mr. Boyd became the leader of that party in 1994. He was re-elected in 1995.

In 1997, he and three of his colleagues joined with four Liberal MLAs and founded the Saskatchewan Party. When Mr. Boyd was re-elected in 1999, he was one of 26 MLAs elected under the Saskatchewan Party banner. He was once again elected in the Kindersley constituency in the 2007 provincial election and was re-elected in 2011.

The Honourable Tim McMillan
Member of Executive Council

Tim McMillan grew up on his family farm, 20 miles east of Lloydminster. He attended the University of Victoria where he received a degree in Economics. He is also a Microsoft Certified Systems Engineer and spent a year contracting as an IT professional in London, England.

In June 2010, Mr. McMillan joined the provincial Cabinet as Minister Responsible for Crown Investments Corporation, Saskatchewan Government Insurance, Information Services Corporation and the Information Technology Office. In September 2010, he was also appointed as the Minister Responsible for Saskatchewan Liquor and Gaming Authority. In May 2012, Mr. McMillan was appointed as Minister Responsible for Energy and Resources, Tourism Saskatchewan, Trade and SaskEnergy Incorporated.

The Honourable Jeremy Harrison
Minister of Enterprise
Minister Responsible for Trade
(served until May 25, 2012)

Jeremy Harrison was elected as the Member of the Legislative Assembly for the Meadow Lake Constituency in 2007. He was sworn in to Cabinet in May 2009 as the Minister of Municipal Affairs and Government House Leader. Mr. Harrison served as Minister of Enterprise, Minister Responsible for Trade from June 29, 2010 until May 25, 2012. He currently serves as the Government House Leader. Mr. Harrison also has experience in federal politics and on June 28th, 2004, at the age of 26, was one of the youngest Canadians to ever sit in the House of Commons.

Mr. Harrison has a Bachelor of Law Degree from the University of Saskatchewan. He was born and raised in Meadow Lake, Saskatchewan, and he and his wife Alaina have two children, a son, MacGregor, and a daughter, Finnley.

The Honourable Ken Cheveldayoff
Member of Executive Council
(served until May 25, 2012)

Mr. Cheveldayoff was elected in 2003 as the MLA for Saskatoon Silver Springs and re-elected in 2007 and 2011. Prior to his election he worked as a senior business advisor helping individual businesses and industries to grow and expand. Mr. Cheveldayoff attended Carleton University in Ottawa, the University of Saskatchewan and Newport University in Southern California, receiving a B.A. (Honours) in Economics and Political Science in 1988 and a Master of Business Administration in 1996. Mr. Cheveldayoff has served in Cabinet in a number of portfolios. He is currently the Minister of Environment.

Gavin Semple
Vice Chair – Business Nomiee

Mr. Semple is Chairman of the Brandt Group of Companies, the largest privately held company in Saskatchewan, employing 1,400 people across Canada. He has served on several boards and also actively supports community organizations such as Evraz Place and Luther College. In 2009, Mr. Semple became the first ever Saskatchewan citizen to be appointed to the Canadian Manufacturers Hall of Fame.

Tony Marino
Resource Sector Nominee

Mr. Marino is the Chief Executive Officer of Vermilion Energy in Calgary. He is a registered Professional Engineer and a Chartered Financial Analyst, and has over 25 years of experience in the North American oil and gas industry. Mr. Marino was previously a member of the Board of Governors for the Canadian Association of Petroleum Producers (CAPP) and the Independent Petroleum Association of Mountain States (IPAMS) in the U.S. While on the CAPP board, Mr. Marino served as Chair of CAPP's Saskatchewan Executive Policy Group. From 2008 to 2011, he was a member of Enterprise Saskatchewan's Energy Sector Team.

Myrna Bentley
Co-operatives Sector Nominee

Ms. Bentley is the former President and CEO of Concentra Financial Services. She has worked in the co-operative financial system for over 30 years, holding a variety of senior executive positions. Ms. Bentley is an active community volunteer and has served on many non-profit boards, winning many awards and recognition for her leadership.

Michael Fougere
Urban Municipality Nominee

Mr. Fougere is President of the Saskatchewan Construction Association. He is currently sitting for his fifth term on Regina City Council and serves on many committees. He previously worked with the provincial government in the area of investment attraction, business development and business immigration. Mr. Fougere has been recently recognized by SaskBusiness Magazine as a man of influence.

David Marit
Rural Municipality Nominee

Mr. Marit is President of the Saskatchewan Association of Rural Municipalities (SARM). He has farmed in the Fife Lake area for over 35 years. Mr. Marit represents SARM on several councils and committees including the Federation of Canadian Municipalities, Prairie Association of Rural Municipalities, and the Resource and Economic Development Committee to remove municipal impediments to economic development.

Bill Cooper
Agricultural Producers Nominee

Mr. Cooper farmed in the Foam Lake area from 1951 to 2008. During his farming career, he taught numerous agriculture courses at the University of Saskatchewan. He served on several agriculture boards, committees and think tanks, and is an advocate for market-driven solutions to agriculture.

David Dube
Member at Large Nominee

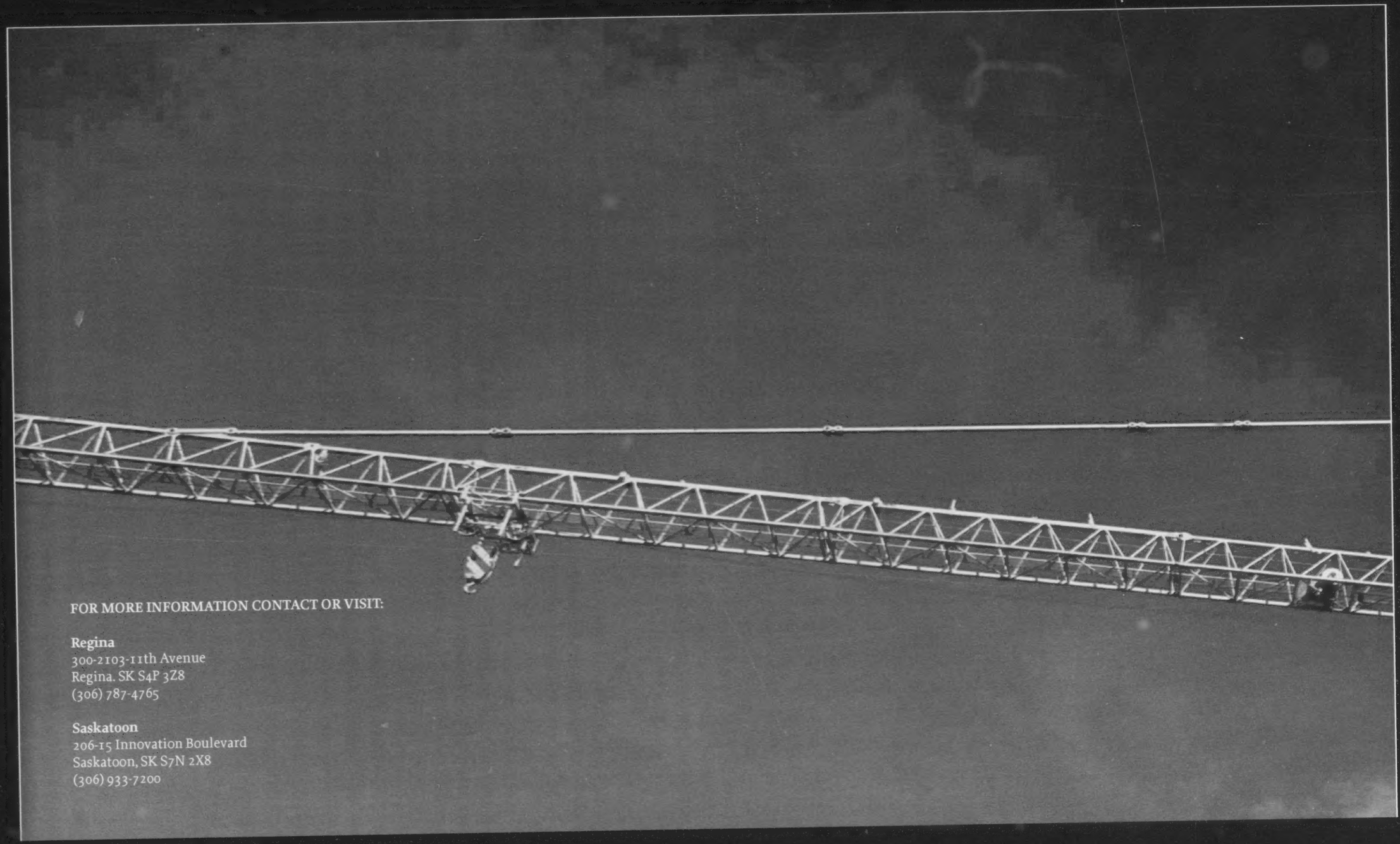
Mr. Dube is President and CEO of the Concorde Group of Companies. He holds an Advanced Bachelor of Arts in Political Science from the University of Saskatchewan and is a Huskie Football alumnus. He is an active member of Young Presidents Organization and an avid supporter of his alma mater, the University of Saskatchewan – particularly the Western College of Veterinary Medicine, Huskie Athletics and the Huskie Football team.

Karen Chad
Post-Secondary Nominee

Dr. Chad is Vice President Research at the University of Saskatchewan (U of S). She is also a faculty member in the U of S College of Kinesiology. With a PhD from the University of Queensland in Australia, Dr. Chad is a prolific researcher and has supervised numerous graduate students. Dr. Chad sits on a number of national boards and has chaired or overseen more than 100 key boards, committees, research programs and teams.

Hugh Wagner
Labour Nominee

Mr. Wagner is General Secretary of the Grain and General Services Union (ILWU Canada). He has served on a variety of committees, consultative bodies and labour movement forums, including the Saskatchewan Labour Relations Board. He is currently a director and member of the executive committee of the Western Transportation Advisory Council. Mr. Wagner has worked in the service sector, the construction industry and the Saskatchewan civil service.



FOR MORE INFORMATION CONTACT OR VISIT:

Regina
300-2103-11th Avenue
Regina. SK S4P 3Z8
(306) 787-4765

Saskatoon
206-15 Innovation Boulevard
Saskatoon, SK S7N 2X8
(306) 933-7200